

DCIMC

FY 1997 Business Plan

Monthly Management Review

Chart Order

District West

District International

District East

HQ DCMC

Action Items

DCMC

Monthly Management Review

DCMDW



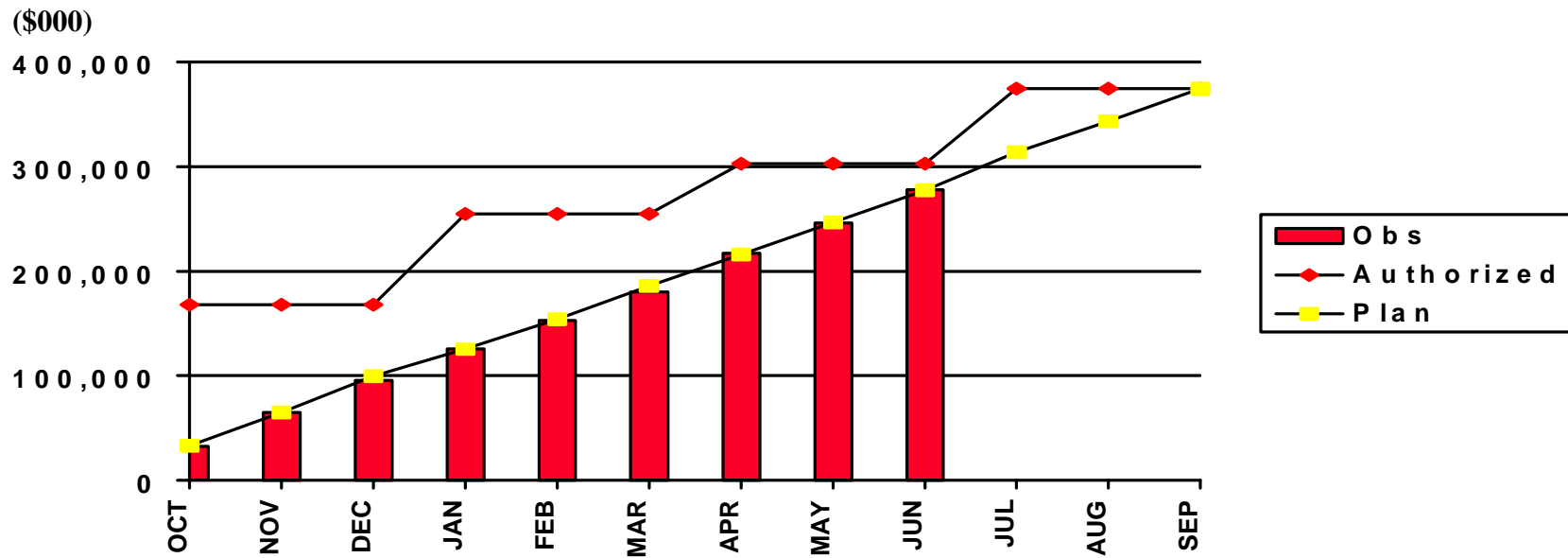
Resource Management

Business Performance Metric		West
● Budget Execution		
● Total		Green
● Direct		Yellow
● Reimbursable		Green
● FTE Execution		
● Total		Green

FY97 Total Execution

STATUS: Green

FY97 Goal: 100%



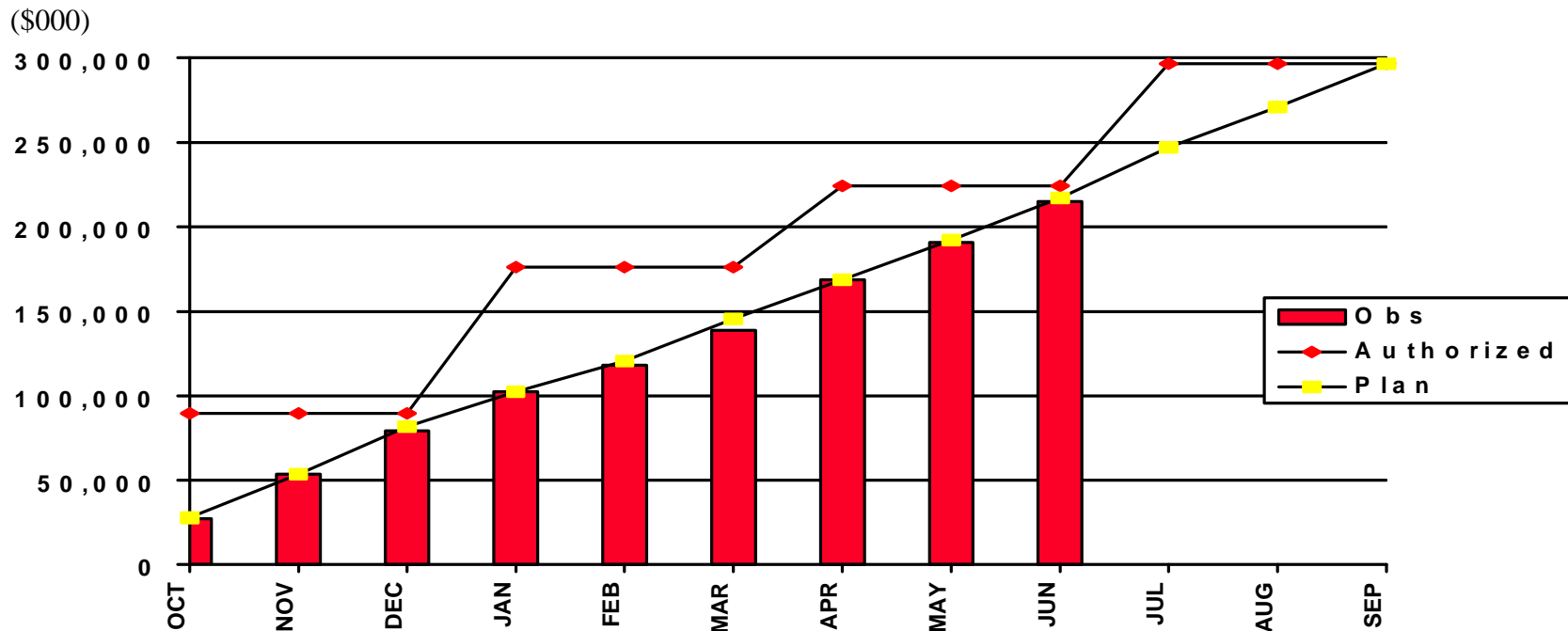
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Authorized	167,881	167,881	167,881	254,616	254,616	254,616	302,571	302,571	302,571	374,997	374,997	374,997
Plan	33,020	64,873	99,517	125,308	154,172	185,755	215,773	246,713	277,670	313,693	343,565	374,997
Obs	32,393	64,962	95,467	125,308	152,851	179,896	217,228	246,240	277,787			

Obligations/Current Month Plan: 100.0%

FY97 Direct Execution

STATUS: Yellow

FY97 Goal: 100%



	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Authorized	89,599	89,599	89,599	176,334	176,334	176,334	224,289	224,289	224,289	296,715	296,715	296,715
Plan	27,673	53,571	81,649	102,303	120,427	145,519	168,553	192,284	217,033	247,007	270,881	296,715
Obs	27,046	53,577	79,057	102,303	118,142	138,656	168,762	190,861	215,078			

Obligations/Current Month Plan: 99.1%



FY97 Direct Budget Execution

STATUS: Yellow

FY97 Goal: 100%

- **Obligs vs Plan through June = \$215,078K/\$217,033K = 99.1%**
- **Criteria: Greater than .5% variance from plan = yellow rating**
- **Variance is due to overearnings in Reimbursements, which is considered a positive (green) condition.**

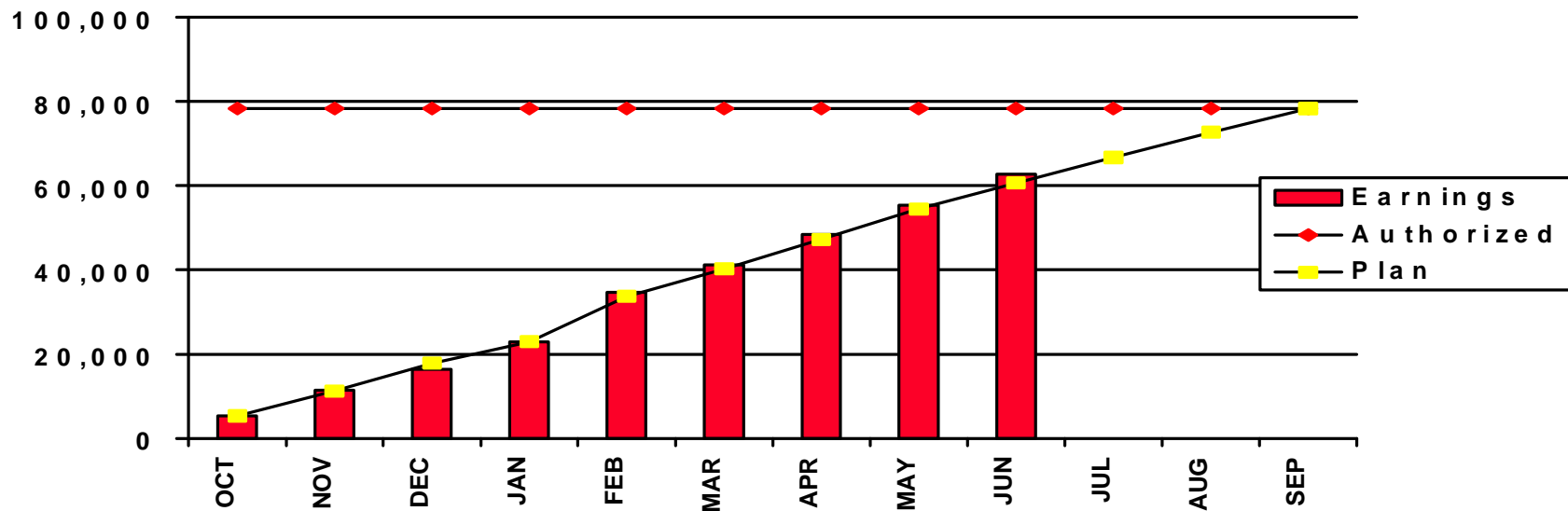
	<u>Plan</u>	<u>Actual</u>	<u>Performance</u>
Total Exec:	\$277,670K	\$277,787K	100.0% (Green)
<i>less</i> Reimb Exec:	<u>\$60,637K</u>	<u>\$62,709K</u>	103.4% (Green)
= Direct Exec:	\$217,033K	\$215,078K	99.1% (Yellow)

FY97 Reimbursable Execution

STATUS: Green

FY97 Goal: 100%

(\$000)



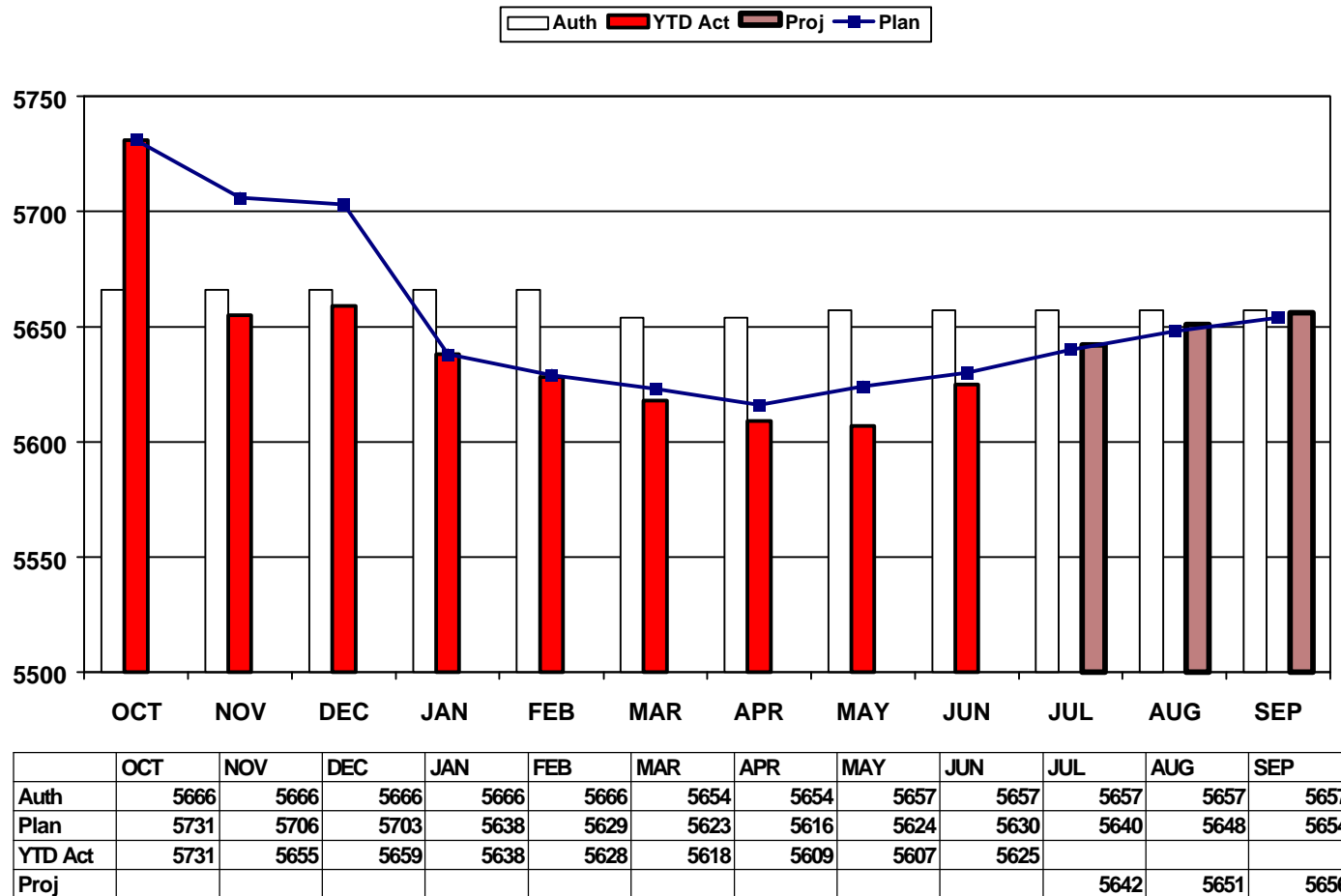
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Authorized	78,282	78,282	78,282	78,282	78,282	78,282	78,282	78,282	78,282	78,282	78,282	78,282
Plan	5,347	11,302	17,868	23,005	33,745	40,236	47,220	54,429	60,637	66,686	72,684	78,282
Earnings	5,347	11,385	16,410	23,005	34,709	41,240	48,466	55,379	62,709			

Obligations/Current Month Plan: 103.4%

District FTE Status

STATUS: Green

FY97 Goal: Within .5% of Plan



Mission Performance

Performance Metric	West
1. Right Item - Conforming Items (3.7.1.3)	NR
• Design Defects (3.10.1 and 3.10.1.1)	Green
• Packaging Discrepancies (3.4.1)	NR
• Adopted Software Recommendations (3.10.1.6)	Green
2. Right Time - On Time Contractor Delivery (3.7.1)	NR
• Customer Priority List (CPL) Coverage (3.7.2)	Yellow
• Engineering Change Cycle Time (3.10.2.2)	Green
• Schedule Slippage's on Major Programs (3.12.2.1)	NR
• Shipping Document Cycle Time (3.5.2)	NR
3. Right Price - Cost Savings and Avoidances (1.4.1)	NR
• ROA on Property from Plant Clearance (4.3.1)	Green
• Negotiation Cycle Time (2.2.2)	NR
• UCA Definitization (2.2.2.1)	Red
• Forward Pricing Rate Agreement (FPRA) Coverage (2.2.1.1)	Green
• Open Overhead Negotiations (4.4.1)	Red
• Cost Overruns on Major Programs (3.12.1.4)	NR
• \$ Value of Lost/Damaged/Destroyed Government Property (3.2.1)	Green
4. Right Advice - Participation in ASPs and RFP Reviews (1.2.3)	Green
• Repeat Requests for Early CAS (1.2.3.1)	Green

Mission Performance (Con't)

Performance Metric	West
• % Contractors on Contractor Alert List (CAL) (2.1.1.2)	NR
• Single Process Implementation (1.2.4)	Green
• Preaward Survey Timeliness (2.1.2)	Green
• Amount of DoD Property (3.2.1.1)	NR
• Excess Property (3.2.1.2)	Green
• Delay Forecast Coverage (3.7.1.1)	NR
• Delay Forecast Timeliness (3.7.2.1)	NR
• Delay Forecast Accuracy (3.7.1.2)	NR
5. Right Reception - Customer Satisfaction (3.11.1.1)	Green
• Service Standards (1.3.1)	Green
• Trailer Cards (3.11.1.2)	Green
6. Right Efficiency - New efficiency metric under development	NR
• Contract Closeout (4.2.2.2)	Green
• Canceling Funds (TBD) (Unreconciled Contracts)	Red
• Termination Actions (4.1.2)	Red
7. Right Talent - Training Hours (1.8.1)	Green
• DAWIA Certification (1.8.1.2)	Green
• Course Completion (1.8.1.1)	Green
• Training Quota Usage (1.8.1.3)	Green

Performance Improvement

1997 Business Plan - Performance Goals		West
• (1.1.1) Continually improve process to help customers craft better contracts and make better contractor selections (EARLY CAS)		NR
• (1.2.1) Increase the percentage of items (source inspected) conforming to product specifications		NR
• (1.2.2) Improve by 5% over the FY 96 baseline, the number of contract line items delivered to the original delivery schedule		NR
• (1.2.3) Increase overall DCMC ROI by 10% over the FY 96 baseline		NR
• (1.3.1) Continually improve all facets of the contract close-out process such that not more than 20 percent of physically completed contracts are overage for closeout		NR
• (2.1.1) Incrementally expand JLC Acquisition Pollution Prevention Initiative to additional contractor sites		NR
• (2.1.2) Establish, maintain, and improve dynamic surveillance process that senses and satisfies customer needs (DELIVERY DELINQUENCIES)		NR
• (2.1.3) Continue to identify/define and implement actions necessary to ensure that DCMC is positioned to remain a key player in the DoD acquisition process in the 21st century		Green
• (2.1.4) Improve the effectiveness and efficiency of all our communication efforts (INTRA-DCMC COMMUNICATIONS)		NA
• (2.1.5) Continually improve/enhance organization & processes that deliver quality products/services (INTERNAL PROCESS STANDARDIZATION)		NA

Performance Improvement (Con't)

1997 Business Plan - Performance Goals		West
• (2.1.6) Support info technology initiatives by deploying 90% of projects selected in the IRM plan on schedule (INFORMATION TECHNOLOGY INITIATIVES)		NR
• (2.1.7) Develop/deploy small quantity of outcome-oriented performance measures which best portray performance of core processes (METRICS)		NR
• (2.1.8) Package DCMC-wide data for the customer in a comprehensive, timely, and user-friendly manner (PACKAGING DCMC DATA)		NR
• (2.2.1) Use the results of Performance Based Assessment to better structure and utilize the workforce		NR
• (2.3.1) Improve mission and support processes by conducting Management Control Reviews (MCRs) and annual USAs; incorporate areas for improvement into planning process		Green
• (2.3.2) Assess organizational performance through the accomplishment of 30 IOAs during FY 97		Green
• (2.3.3) Benchmark the Distributed Computing Process		NA
• (2.3.4) Explore the use of Alternate Oversight approaches and other methods to enhance operational efficiency at various CAO locations		Green
• (2.3.5) Refine assessment processes (REFINE ASSESSMENT PROCESSES)		NA
• (3.1.1) Reduce facilities costs - bring footage ² of office space into compliance w/ DLA standard - move offices from leased space into DoD space		Red
• (3.1.2) Reduce number of high grade positions (14/15/SES) by 4% DCMC-wide		Green

Performance Improvement (Con't)

1997 Business Plan - Performance Goals	West
• (3.1.3) Increase civilian supervisory ratio to 13:1	Green
• (3.1.4) Implement Unit Cost Management (UNIT COST MANAGEMENT)	Green
• (3.2.1) Develop and implement an integrated management system	NR
• (3.3.1) Improve elements of the work environment that enhance employees' well being, satisfaction, and productivity	Green
• (4.1.1) Maintain overall customer satisfaction level greater than 4.0 (1-6 scale) across ACAT PMs/PCOs and Commodity Managers/PCOs	Green
• (4.1.2) Field activities continue to solicit customer satisfaction information via Trailer Cards	Green
• (4.2.1) Implement risk management in the reimbursable budget process and improve forecasting, reporting, and billing procedures and processes	Green
• (5.1.1) Establish, maintain, and improve a strategic workforce development system that addresses current and future skills needed to satisfy customer requirements (WORKFORCE SKILLS)	Green
• (5.2.1) Improve labor management relations within DCMC	Green

Right Item

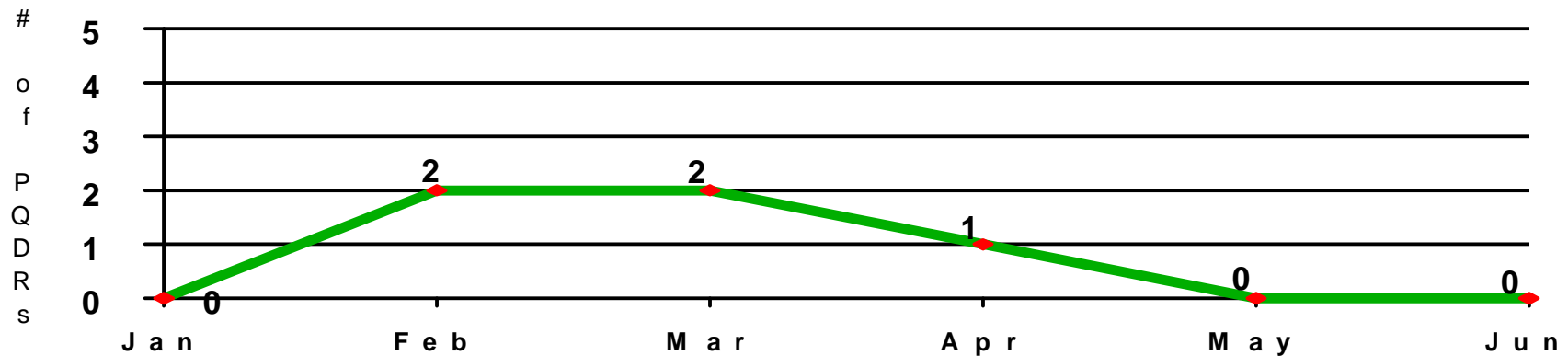
Percent Conforming Items

Number of useable lab tested items/number of items tested

STATUS: N/ R Special Topic

FY 97 GOAL : 5% improvement

L a b T e s t P Q D R s F Y 9 7



- No Lab Test PQDRs received.

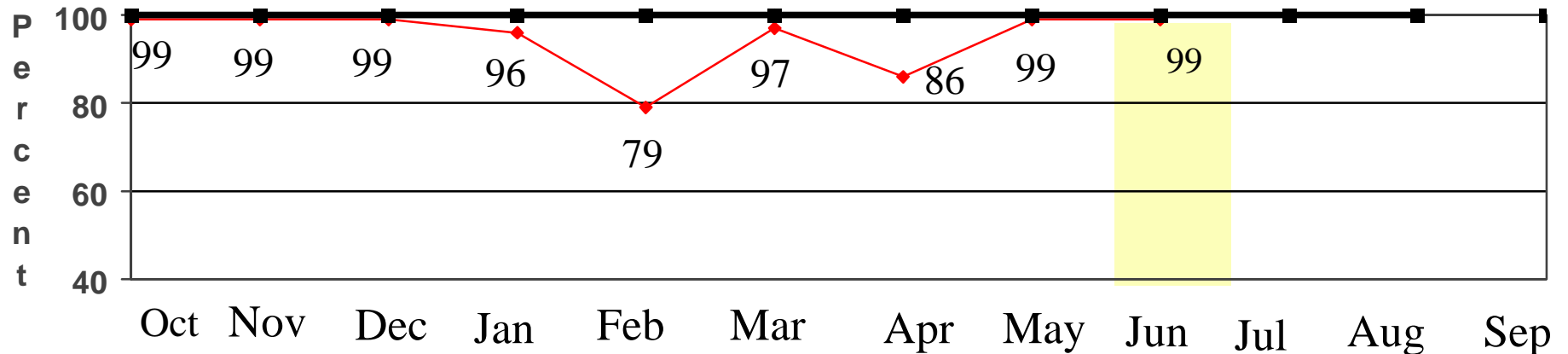
Right Time

Customer Priority List (CPL) Coverage

100% responsiveness within 5 business days

STATUS: YELLOW

FY 97 GOAL : 100%

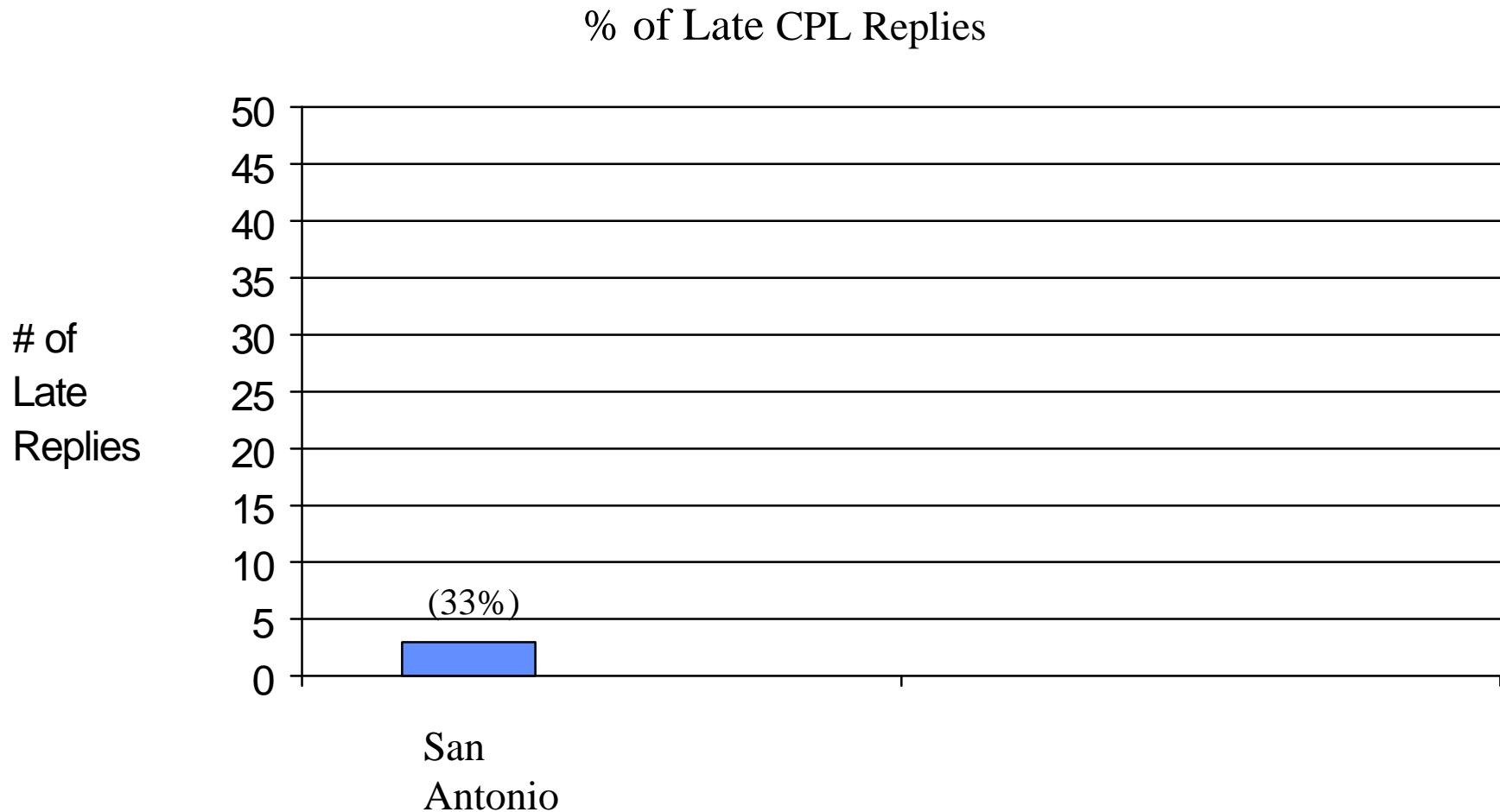


- What we accomplished since the last report...
 - High level of responsiveness at 99.1%
 - Replied to 345 of 348 requests within 5 business days

Right Time

Customer Priority List (CPL) Coverage

100% responsiveness within 5 business days



Right Time

Customer Priority List (CPL) Coverage

100% responsiveness within 5 business days

Bottom Line:

- The District was within .9% of the 100% target goal. No systemic issues exist. The process is performing well.

Right Price

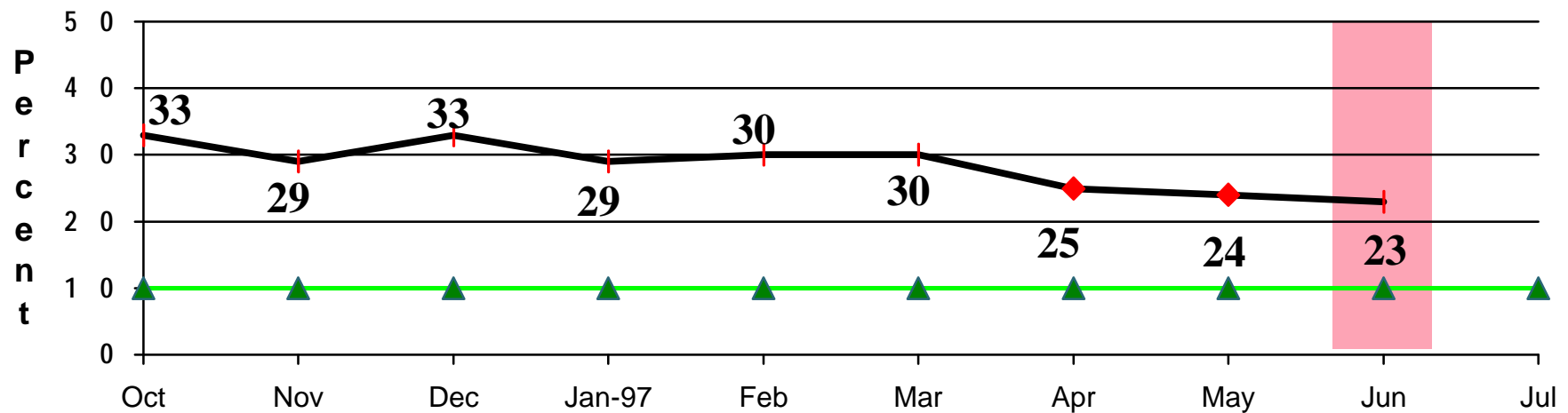
UCA Definitization

UCAs On-Hand > 180 Days / # UCAs On-Hand

STATUS: RED

FY 97 GOAL : 10% Overage

Overage Percent Trend Line



- What we accomplished since the last report
 - Moved to RED status
 - Overage percent decreased from 24% in May to 23% in Jun
 - Overage UCAs decreased from 454 in May to 405 in Jun
 - On-Hand UCAs decreased from 1792 in May to 1729 in Jun

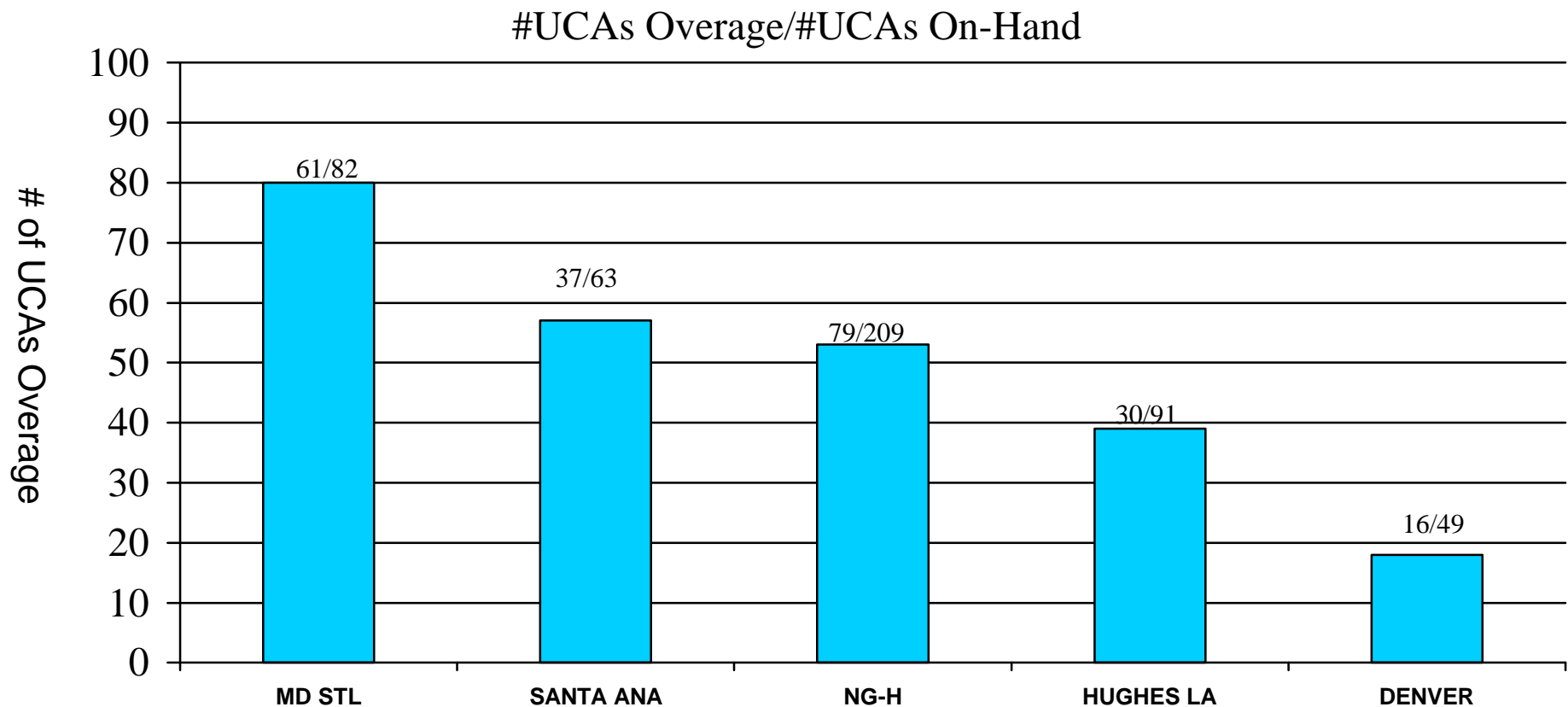
Right Price

UCA Definitization

Pacing CAOs With Overage UCAs

STATUS: RED

FY 97 GOAL : 10% Overage



Right Price

UCA Definitization

CAO Drivers, Corrective Actions, Get Well Dates

- MD St. Louis Dec 97
 - Overage percent decreased from 85% in May to 74% in Jun
 - Overage decreased from 80 in May to 61 in Jun
 - Management Council addressing systemic overage UCA issues
 - Established a monthly executive review of the 10 oldest UCAs
- Santa Ana Sep 97
 - Boeing North American
 - Anaheim -- Repair parts no longer in production--contractor looking for new vendors -- 8 Overage UCAs -- NAVICP
 - Seal Beach -- AC-130U Gunship -- Part # rolls and aircraft configuration not baselined --- 13 Overage UCAs
 - Contributes to late proposal submittals by the contractor
 - Additional funding is required on 9 orders affecting the ALLTV laser component---CAO is working with the contractor and buying activity to resolve this issue
 - Management Council focusing attention on issues causing overage

Right Price

UCA Definitization

CAO Drivers, Corrective Actions, Get well Dates

- Northrop Grumman (Hawthorne) Jan 98
 - Additional funding is still a problem
 - Anti-Deficiency Act investigation at OC-ALC
 - Part # rolls contribute to delay of proposal submittal and negotiations
 - Current power play data
 - Overage percent increased from 23% in May to 37% in Jun
 - Overage UCAs increased from 53 in May to 79 in Jun
 - We have concerns that the overage situation maybe worse than reported
 - DCMDW-O is planning to send a team to Northrop
 - Next Management Council meeting -- September 10, 1997

Right Price

UCA Definitization

CAO Drivers, Corrective Actions, Get well Dates

- Hughes LA

Sep 97

- Substantial reduction in overage UCAs
 - Personnel vacancies filled at Fullerton location improved the UCA backlog
- The CAO's overage percent and overage UCAs have decreased for four consecutive months

• Mar 97 -- 57%	Overage UCAs -- 99
• Apr 97 -- 51%	Overage UCAs -- 58
• May 97 -- 39%	Overage UCAs -- 39
• Jun 97 -- 32%	Overage UCAs -- 30
- Expect continued improvement

Right Price

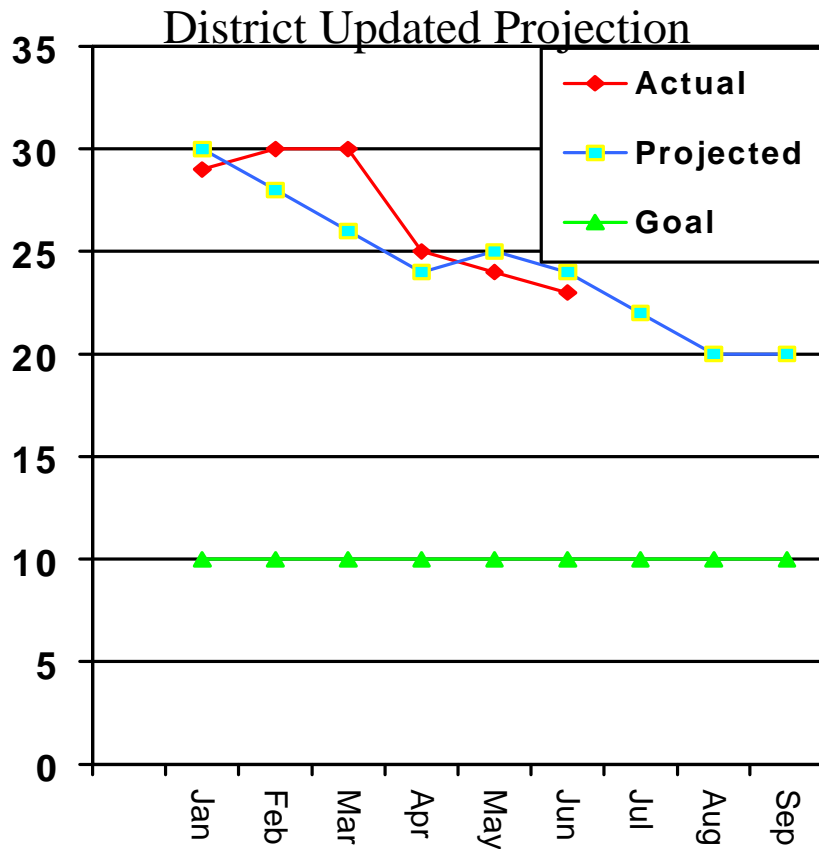
UCA Definitization

CAO Drivers, Corrective Actions, Get well Dates

- Denver Aug 97
 - Overage percent increased from 28% in May to 32% in Jun
 - Overage UCAs increased from 14 in May to 16 in Jun
 - Contractors contributing to the CAO's problems
 - EDO Western Corp, customer --- NAVICP, program --- Navy Undersea Warfare
 - Lockheed Martin Command and Control Systems, customer --- Ogden ALC, program --- ICBM/Rapid Execution and Combat Targeting (REACT)
 - Good Management Council focus on UCA backlog
 - Results -- green rating in July

Right Price

UCA Definitization



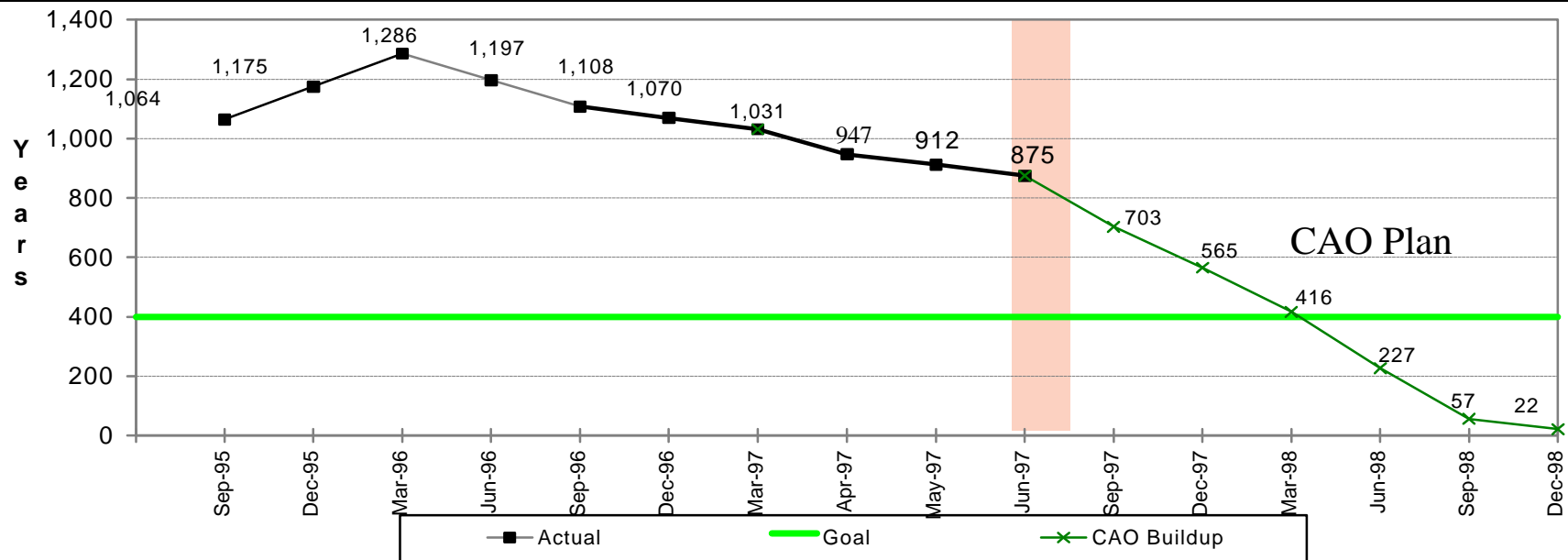
- Expect downward trend in number of overage UCAs to continue
- Corrective action plans for pacing CAOs are continuously monitored

Right Price

Number of Open Overhead Negotiations

Status: **RED**

FY97 Goal: Backlog within 2 Year Cycle



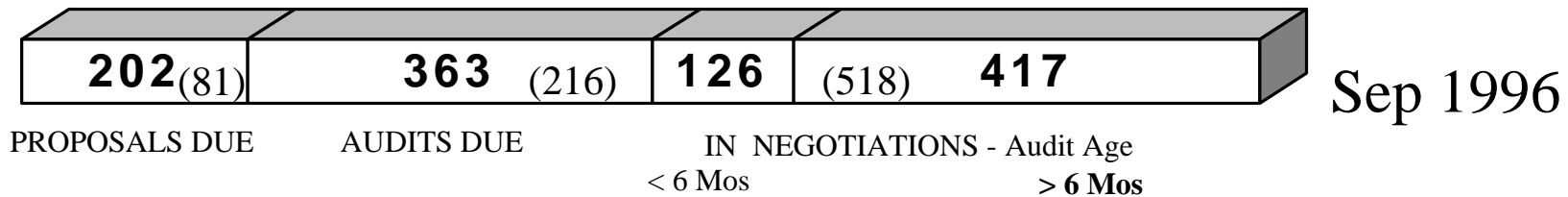
- What did we accomplish since last report.
 - CAO Build-up replaces District Get Well Plan
 - Automated Metrics System data input started
 - OHC and District initial and revisits ongoing

Right Price

Number of Open Overhead Negotiations

Process Comparisons

“DCMDW OPEN = 1,108 (815 > 2 yrs) ”



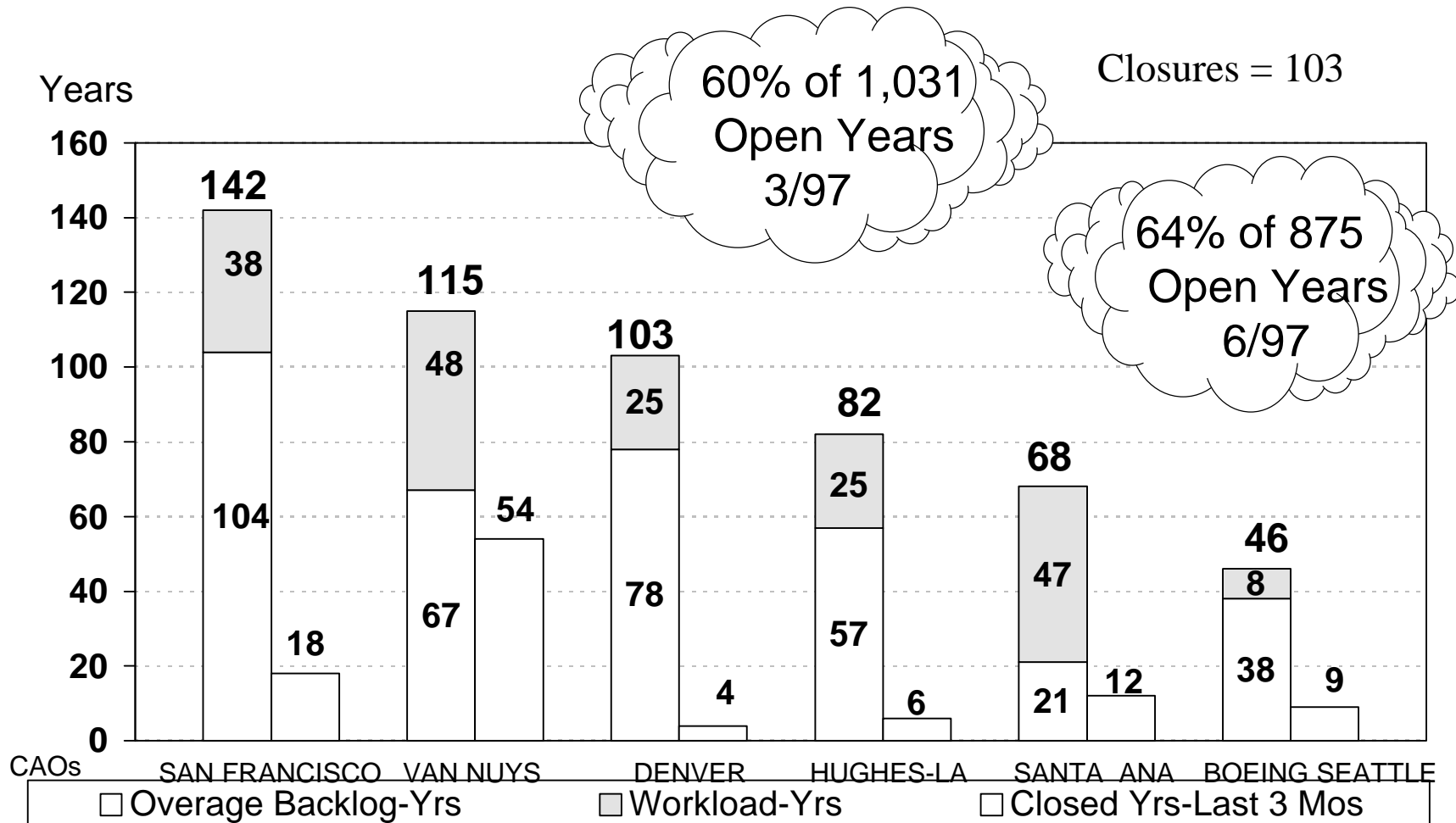
“DCMDW OPEN = 1,031 (674 > 2 yrs) ”



- June 1997 DCMDW Open Years = 875; Outside ACO control = 118:
 - In litigation, 45 years; Awaiting CACO/DCE settlement, 33 years; Pending Environmental Remediation, 4 years; and Under DOJ/DCIS investigation, 36 years.

Right Price

Number of Open Overhead Negotiations Pacing CAOs for “Count” - Top 6 of 30



Right Price

Number of Open Overhead Negotiations

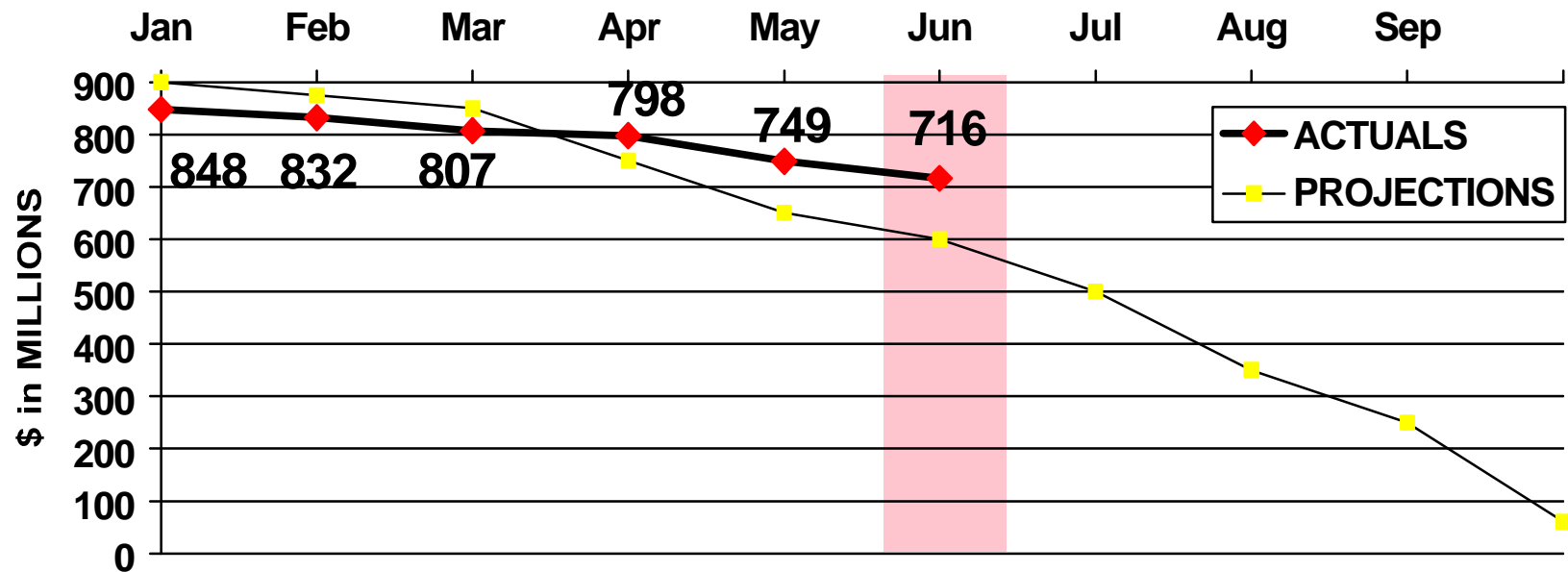
- Comments
 - For most locations, CAO plans are on target.
 - Review is under way to determine that plans meet DCMC goal.
 - The key to our successes is the DCMC-OHC's assistance, which has kept the burndown plan of the backlog focused.
 - More DCAA Form 1s being added to onhand total.
 - AMS will provide “much needed and more” management information.
- Bottom Line
 - Progress being made at all CAOs.
 - Process is working.

Right Efficiency Contract Closeout Canceling Funds

STATUS: Red

FY 97 GOAL : \$0 Canceling Funds

District Canceling Funds Burn Down Trend

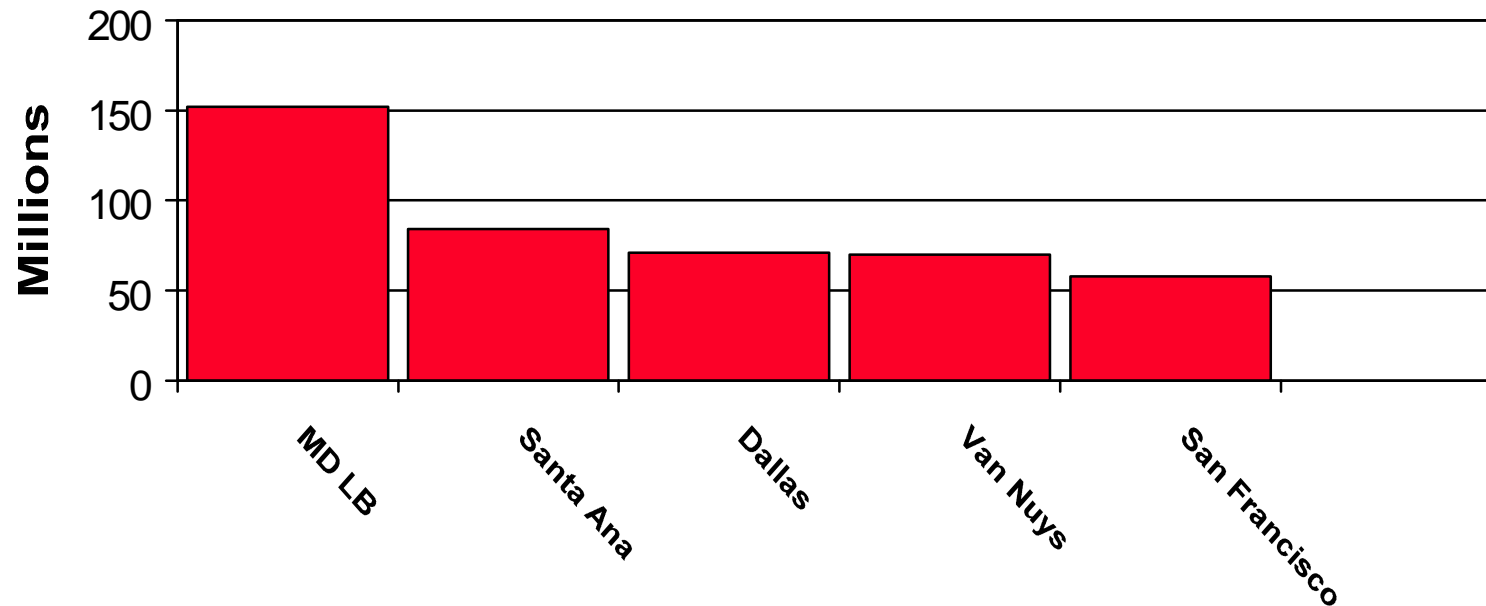


- Accomplishments since the last MMR
 - Progressing down the slope
 - CAOs are reporting projections and actuals by CAR Section

Right Efficiency

Contract Closeout / Canceling Funds

Pacing CAOs with Greatest Canceling Funds Sections 1-4



Pacing CAOs

MD, Long Beach: \$151M in ULO (all in Section 1)

- 60% is C-17, 40% is KC-10, Other
- CAO using Management Council to expedite the removal of delivery withholds.
- CAO projection of FY loss \$4.7M, due primarily to aircraft delivery withholds..

Santa Ana: \$84M in ULO (80% in Section 1)

- \$29M Aerojet due to On-Orbit incentives- In MOCAS database but not subject to cancelation.
- \$6M B1-B massive reconciliation in-process.
- \$11M due to be transferred, belongs to another CAO: \$10M transferring to DCMDE
- CAO projection of FY loss \$8.4M, primarily due to open overhead years, lack of contractor billings and disbursement errors by DFAS.

Dallas: \$70.8M in ULO (69% in Section 1)

- Hughes Training-\$20.4M, transfer issues, should be resolved with certification of funds by DFAS.
- Raytheon E-Systems-\$16.3M, Lack of contractor billing.
- Management Council used for problem resolution.

Pacing CAOs

Van Nuys: \$71M in ULO (58 % in Section 1)

- Largest contributor is TRW with 30 contracts totaling \$38.8M
- Reasons for canceling funds:
 - Award fees and ‘other deliverables’ - when budgeted vs. time of expenditure-\$7.9M
- CAO projection of FY loss \$21M primarily due to On-Orbit incentives and contract reconciliations.

San Francisco: \$59M in ULO (76% in Section 1)

- 7 contractors, LATD, WDL, TRW, SRI, TI, HLA, and Argo Systems have an aggregate \$37.2M at risk. Anticipate resolution before year end.
- A team has been established to concentrate on avoiding canceling funds.
- CAO projection of FY loss \$21.8M, primarily due to obligation and disbursement errors.

Right Efficiency

Contract Closeouts / Canceling Funds

Bottom Line

- District trend continues downward.
 - District is tracking each office by CAR Section. Projections Vs Actuals
- CAOs are projecting amounts that will cancel and are beyond CAO control (examples: Buying Office intends to allow funds to cancel, contract at DFAS for reconciliation)

SPECIAL TOPIC

Unreconcilable Contracts

57 DFAS Contracts determined to be unreconcilable and transferred to Districts for reconciliation and closeout. Western District received 31 of the 57 for action.

<u>CAO</u>	<u># Contracts</u>	<u># Completed</u>	<u>Balance</u>
St. Louis	2	1	1
Twin Cities	3	3	0
Hughes, L.A.	1	1	0
Santa Ana	2	2	0
San Diego	2	2	0
Phoenix	3	2	1
Van Nuys	7	6	1
San Francisco	<u>11</u>	<u>11</u>	<u>0</u>
	31	28	3

SPECIAL TOPIC

Unreconcilable Contracts

- **DAAK29-85-C-0631, Electronic Space, DCMC St. Louis**
 - Contractor is in litigation regarding a pension issue resulting from a corporate consolidation. Legal advises CAO to defer reconciliation negotiations until case is resolved. Major differences between DFAS and CAO on payments. Office is working with contractor and DFAS to complete reconciliation before 12/31/97. Litigation completion projected 3/01/00
- **N00019-87-C-0268, Universal Prop, DCMC Phoenix**
 - In final stages of closing, DFAS assistance requested. Completion date 8/30/97
- **F42600-85-C-1678, Unisys, DCMC Van Nuys**
 - In final stages of reconciliation. Working with DFAS. Completion date 8/30/97

Performance Goal 3.1.1

Reduce facilities costs - bring footage of office space into compliance w/DLA std. Move offices from leased space into DoD space.

Status: Red

FY 97 Goal: 130 sq ft net per person.
Move offices from leased space to
DoD Space

Comments:

- DCMDW currently occupies office and warehouse space in 92 facilities located in 28 states.

Facilities

47 - Federally-owned

24 - DoD-owned

21 - Commercially leased space

Total 92

Performance Goal 3.1.1

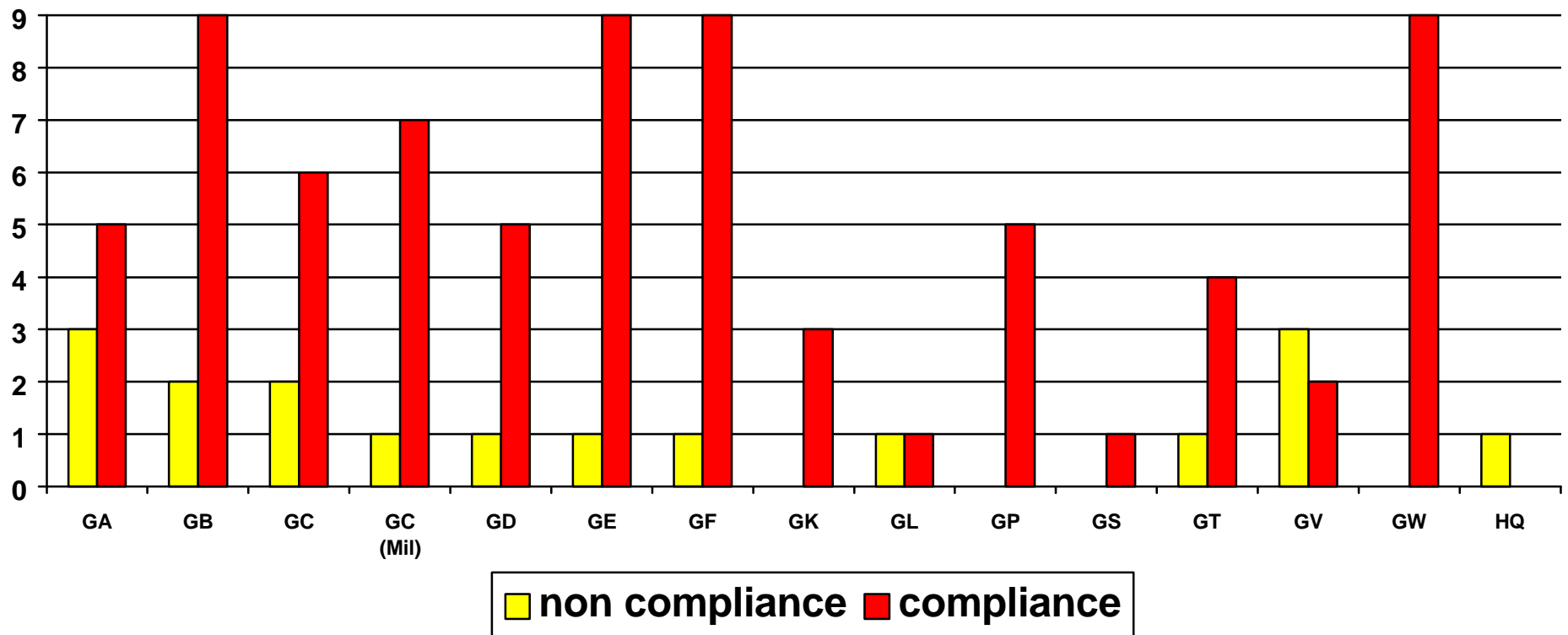
Reduce facilities costs - bring footage of office space into compliance w/DLA std. Move offices from leased space into DoD space.

Comments:

- Actions required/taken to improve the 23 facilities identified as not in compliance
 - As a result of reorganization and reconfiguration, 6 facilities have been brought into compliance.
 - We are currently in the process of assessing 5 facilities to determine what actions will be required to improve their utilization rate.
 - There are 12 facilities in the process of a relocation or reconfiguration and their space requirements were developed to bring them into compliance.

Performance Goal 3.1.1

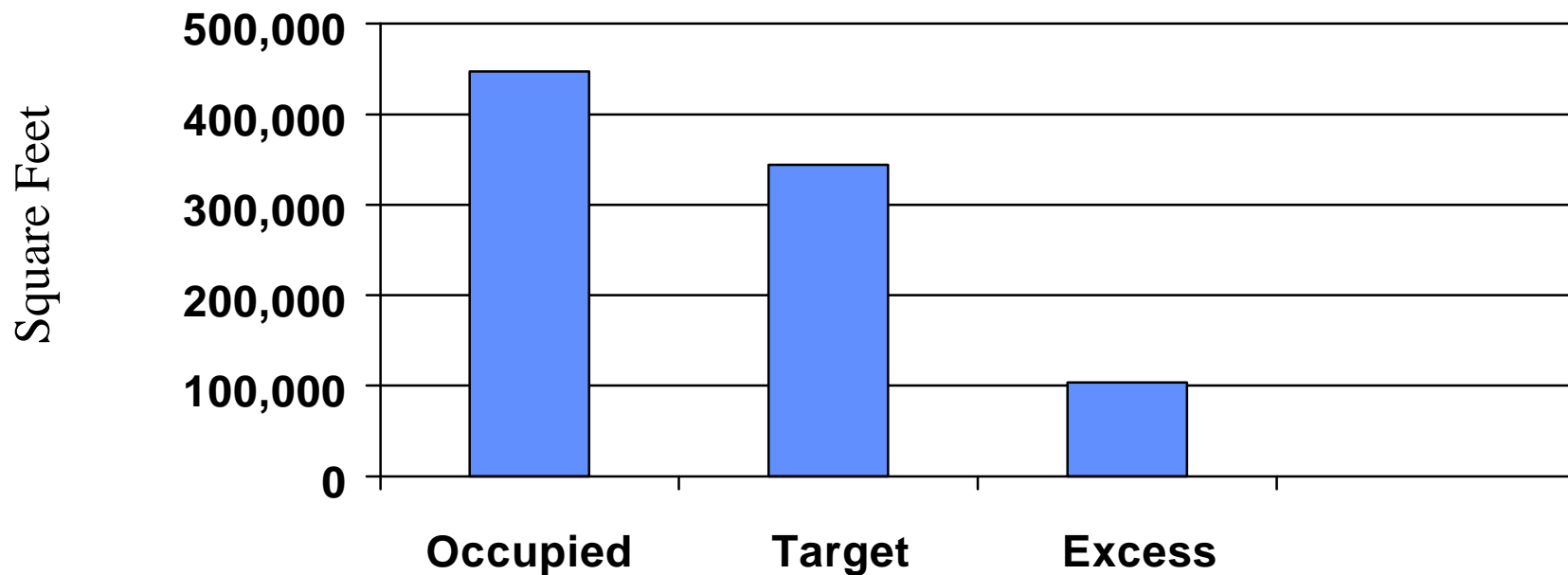
Reduce facilities costs - bring footage of office space into compliance w/DLA std. Move offices from leased space into DoD space.



	GA	GB	GC	GC (Mil)	GD	GE	GF	GK	GL	GP	GS	GT	GV	GW	HQ
non compliance	3	2	2	1	1	1	1	0	1	0	0	1	3	0	1
compliance	5	9	6	7	5	9	9	3	1	5	1	4	2	9	0

Performance Goal 3.1.1

Reduce facilities costs - bring footage of office space into compliance w/DLA std. Move offices from leased space into DoD space.



Occupied	Target	Excess
447,411	344,110	103,301

GOOD NEWS

DCMC OFFICE

DESCRIPTION

DCMC-Phoenix

Combined Assessments

DCMC

Monthly Management Review

DCMDI





Resource Management

June 97 Data

DCMDI

Business Performance Metric

INTL

Budget Execution

Totall

Performance Topic

Red

Direct

Red

Reimbursable

Red

Personnel

Full Time Equivalent Execution

Red

DCMDI Resource Management

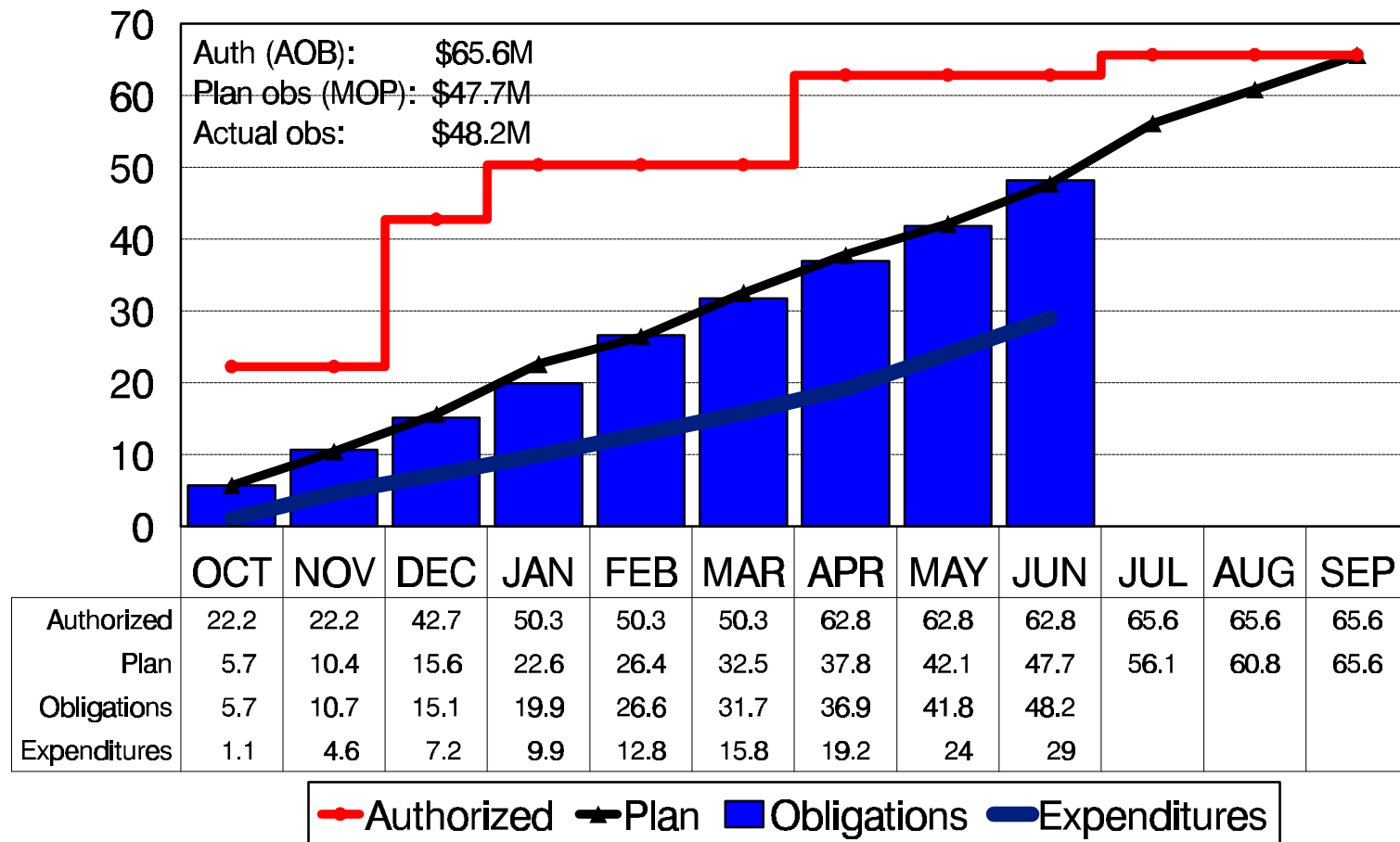
FY 97 Total Execution

(Includes Centers)

Status: Red



Millions of dollars



Obligations/plan 101.1%



DCMDI Resource Management

FY 97 Total Execution

Status: Red ■

Comments: (as of 30 Jun 97)

\$463K over obligation to plan due to the under obligation of direct by \$1,498K and the over obligation of reimbursable authority by \$1,961K

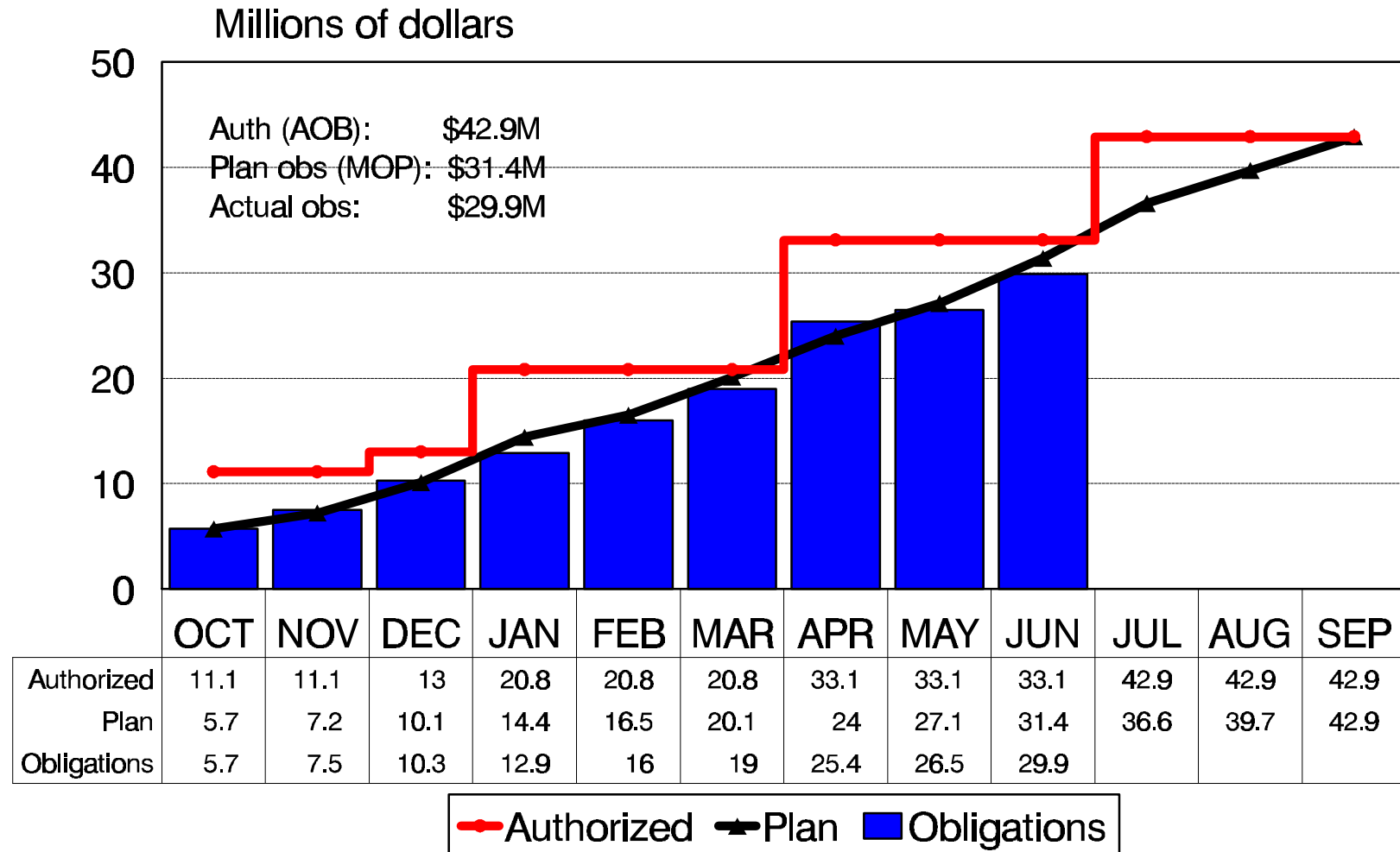
Actions taken:

See Total Direct and Reimbursable Execution slides

DCMDI Resource Management

FY 97 Direct Execution

Status: Red



Obligations/Plan: 95.2%



DCMDI Resource Management

FY 97 Direct Execution

Status: RED ■

Comments: (as of 30 June 97)

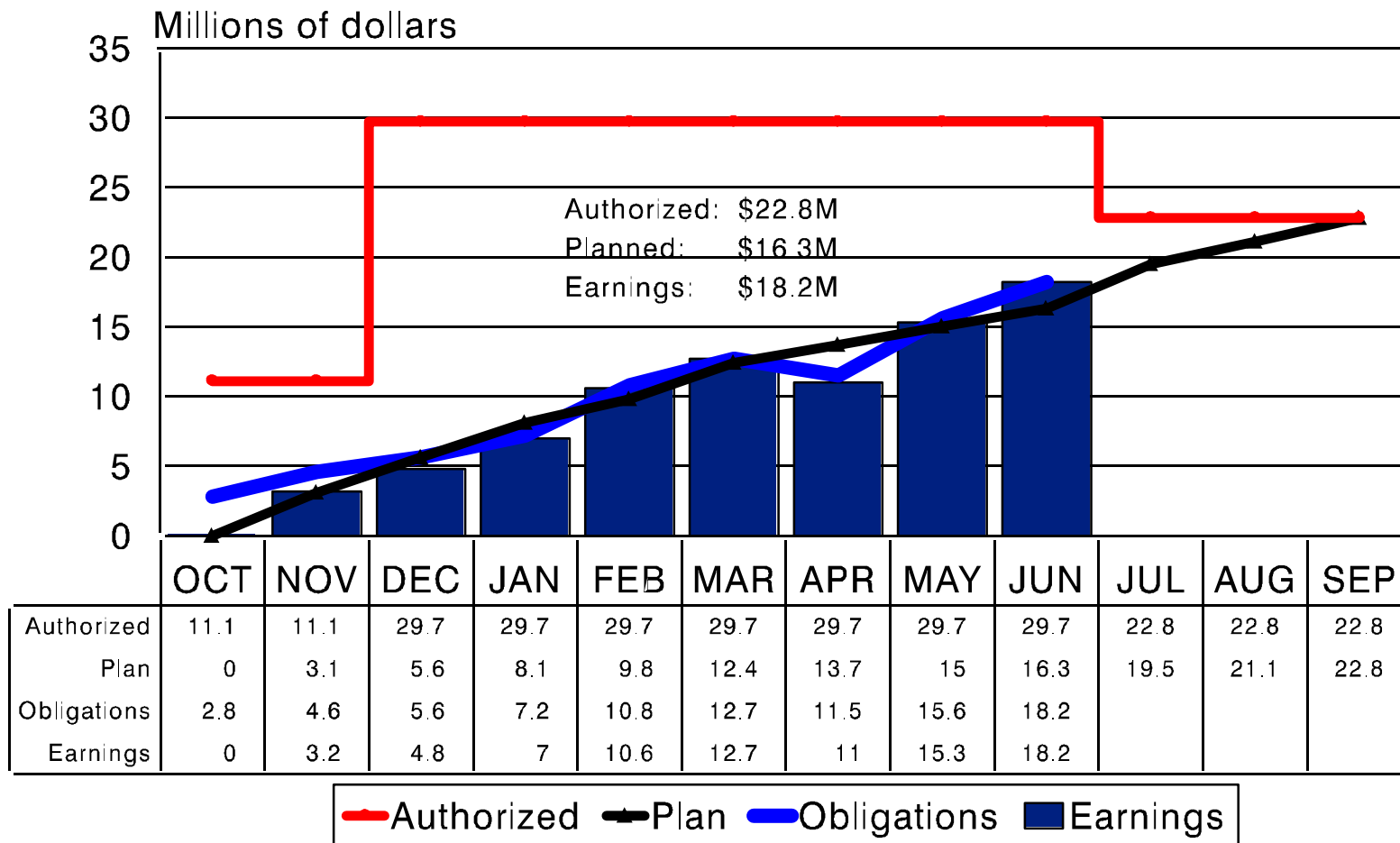
\$1.5K under execution in direct is due to non-obligation of 1st and 2nd qrtr comm (OC23.20) billings and the under execution of labor dollars. This underexecution is magnified by the overexecution of reimbursable funds.

Actions taken:

Communication billings (\$600K) were forwarded to DASC for obligation (to be completed in July).

DCMDI Resource Management FY 97 Reimbursable Execution

Status: Red



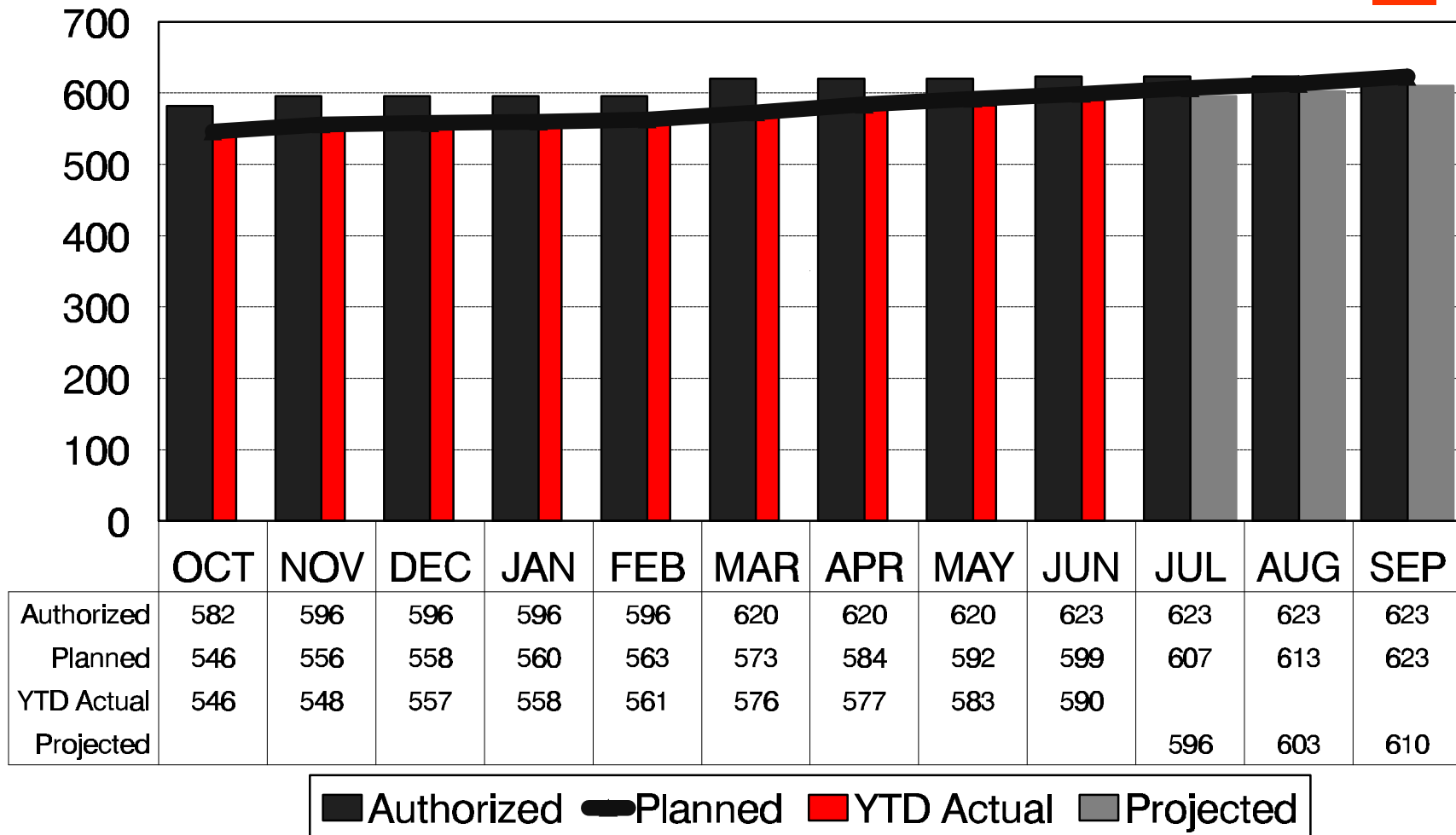
Earnings/Plan: 111.6%

Champion: Judy Birckhead

FY97 DCMDI FTE Execution

a/o 30 June 1997

Status: Red



Actual/Plan: 98 %

Champion: Neil Thoreson 49

FTEs Execution

A/O 30 June 97

Status: Red



FY97 FTEs GOAL = 623

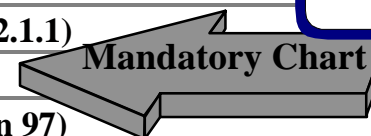
Comments:

- Actual 590 vs plan 599, variance of -9
- We plan to execute 610 of the 623 FTEs for FY97.
 - 8 under execution by the Centers
 - 5 under execution by FMS



DCMDI Mission Performance

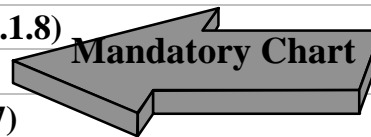
Performance Metric		DCMC	East	West	Int'l
1. Right Item - Conforming Items (3.7.1.3)					NR
• Design Defects (3.10.1 and 3.10.1.1)					Green
• Packaging Discrepancies (3.4.1) (begin 4Q 97)					NR
• Adopted Software Recommendations (3.10.1.6)					Green
2. Right Time - On Time Contractor Delivery (3.7.1)					NR
• Customer Priority List (CPL) Coverage (3.7.2)					Green
• Engineering Change Cycle Time (3.10.2.2)					Green
• Schedule Slippage's on Major Programs (3.12.2.1) (begin Jun 97)					NR
• Shipping Document Cycle Time (3.5.2) (begin 2Q97)					NR
3. Right Price - Cost Savings & Avoidances (1.4.1)					NR
• ROA on Property from Plant Clearance (4.3.1)					Green
• Negotiation Cycle Time (2.2.2)					Green
• UCA Definitization (2.2.2.1)					Yellow
• Forward Pricing Rate Agreement (FPRA) Coverage (2.2.1.1)					Green
• Open Overhead Negotiations (4.4.1)					Green
• Cost Overruns on Major Programs (3.12.1.4) (begin Jun 97)					NR
• \$ Value of Lost/Damaged/Destroyed Government Property (3.2.1)					Green
4. Right Advice - Participation in ASPs and RFP Reviews (1.2.3)					Green
• Repeat Requests for Early CAS (1.2.3.1)					Green





DCMDI Mission Performance (Con't)

Performance Metric	<u>DCMC</u>	<u>East</u>	<u>West</u>	<u>Int'l</u>
• % Contractors on Contractor Alert List (CAL) (2.1.1.2) (begin 3Q97)				NR
• Single Process Implementation (2.1.2)				Green
• Preaward Survey Timeliness (2.1.2)				Green
• Amount of DoD Property (3.2.1.1)				NR
• Excess Property (3.2.1.2)				Green
• Delay Forecast Coverage (3.7.1.1)				NR
• Delay Forecast Timeliness (3.7.2.1)				NR
• Delay Forecast Accuracy (3.7.1.2)				NR
5. Right Reception - Customer Satisfaction (3.11.1.1)				Green
• Service Standards (1.3.1) (begin 2Q97)				NR
• Trailer Cards (3.11.1.2)				Green
6. Right Efficiency - Contracts per FTE (1.1.8)				NR
• Contract Closeout (4.2.2.2)				Green
• Canceling Funds (TBD) (begin Mar 97)				Green
• Termination Actions (4.1.2) (begin Mar 97)				Yellow
7. Right Talent - Training Hours (1.8.1)				Green
• DAWIA Certification (1.8.1.2)				Green
• Course Completion (1.8.1.1)				Green
• Training Quota Usage (1.8.1.3)				Green



DCMDI

Right Item

Conforming Items

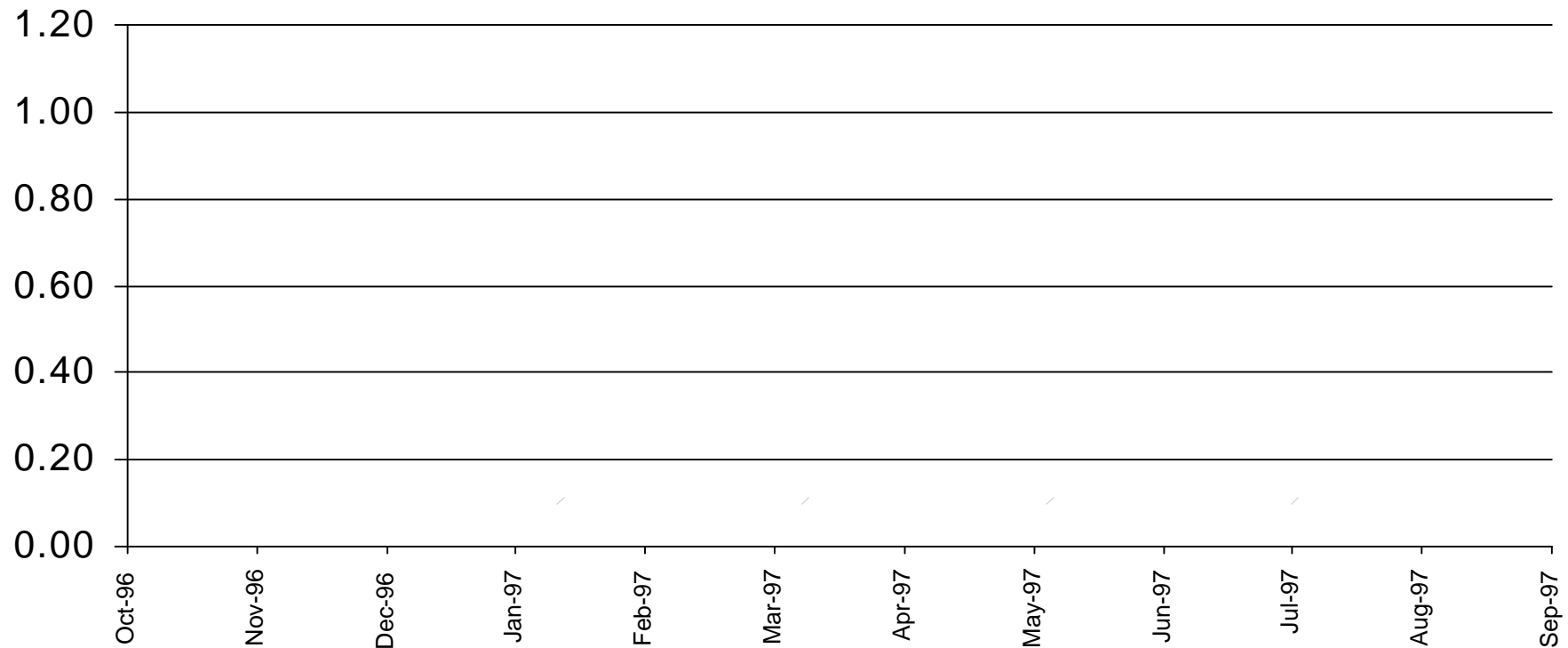
[Mandatory Chart]



(#Usable Lab Tested Items / # Lab Tested X 100)

STATUS: NR

FY 97 Goal: Not Rated



Business Plan Reference: 1.2.1.1

Champion: Bill Gibson

DCMDI

Right Item

Conforming Items

[Mandatory Chart]



- June Data = 100%
- FY97 Goal = **Not Rated**
- Current Status:
- Backup Info: No action for DCMDI or CAOs at this time due non involvement with Labs. According to our investigation no OCONUS products or contractors have been identified thusfar as a result of the current Lab Testing program. DCMDI POC will remain in contact with the DCMC POC to assure continued insight into this Metric to determine International product or contractor involvement.

Business Plan Reference: 1.2.1.1

Champion: Bill Gibson

DCMDI

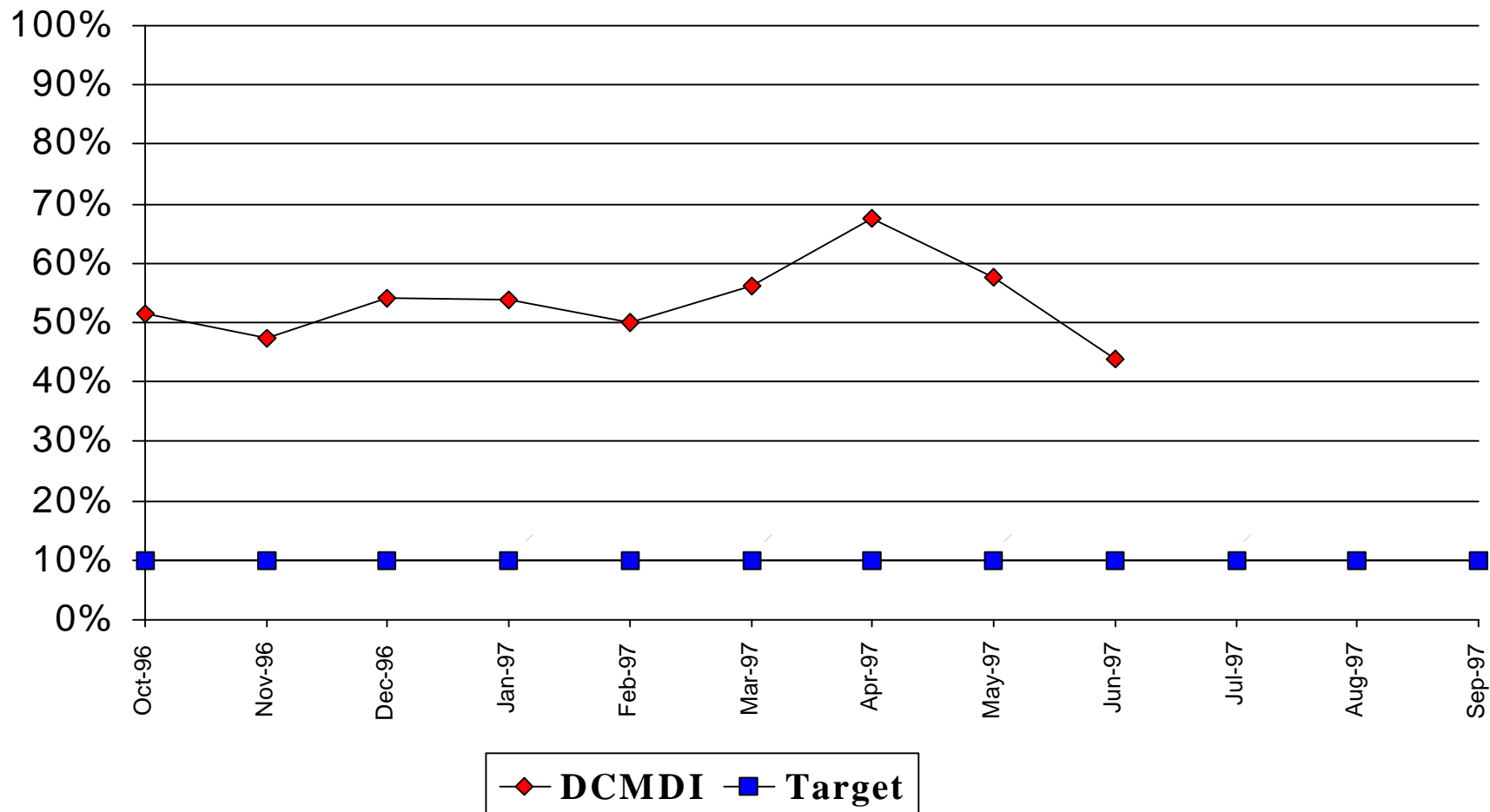
Right Price

UCA Definitization

(UCAs >180 Days / UCAs On-Hand)

STATUS: Yellow

FY 97 Goal: 10%



Business Plan Reference: None

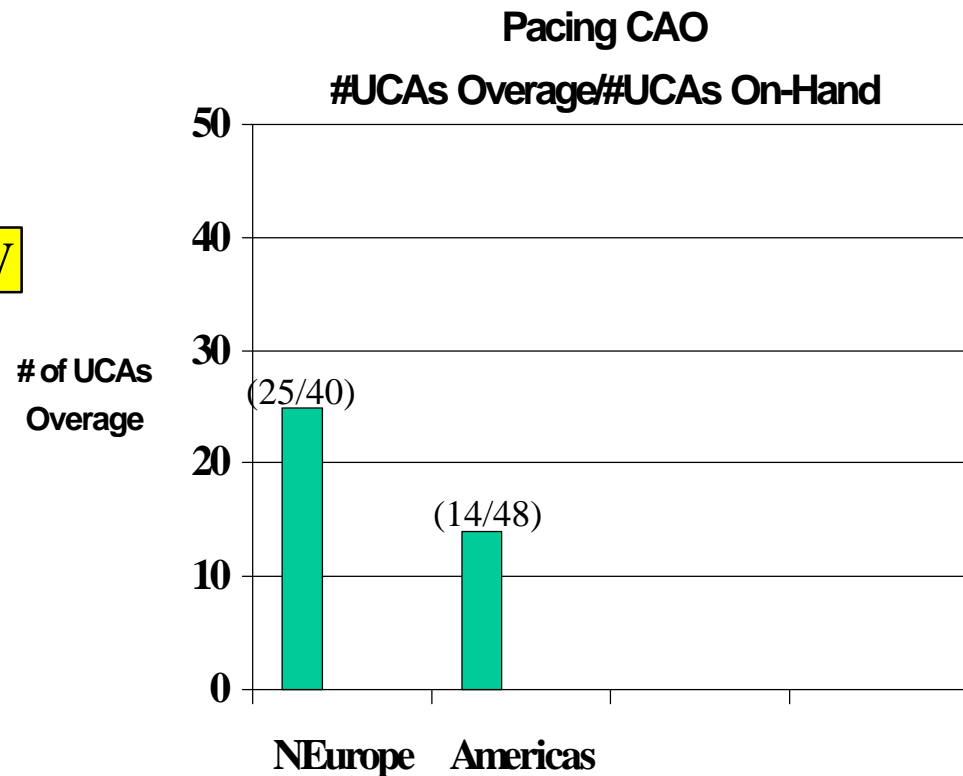
Champion: Charlene Hammar

Right Price

UCA Definitization

CAO Drivers, Corrective Actions, Get Well Dates

- June Data = Total # of UCAs (88) > 180 days (39) ---- 44%
- FY97 Goal = **10%**
- Current Status: **YELLOW**
- Note: Pacing CAO chart and supporting data follows for DCMC N.Europe and Americas.



DCMDI

Right Price

UCA Definitization

CAO Drivers, Corrective Actions, Get Well Dates

- DCMC NEurope **YELLOW** Sep 97
 - Overage percent increase from 57% in May to 63% in June
 - Corrective actions taken to address causes (awaiting funds, late ktr proposals, inadequate proposals, PCO delegated overaged) :
 - use of Cmdr to Cmdr communications to resolving funding shortages from NAVICP (suspense: 15 Aug 97)
 - mtgs taken place with Ktrs - proposals to be submitted NLT 8 Aug 97
 - working with Ktr to train Ktr personnel to ensure adequate proposals
- DCMC Americas **YELLOW** Aug 97
 - Overage percent decrease from 58% in May to 29% in June
 - Mgt councils addressing overage driver (funding issues)
 - Mtgs held with DPSC (principal buying office)

Business Plan Reference: None

Champion: Cat Ignacio 57

DCMDI

Right Price

Open Overhead Negotiations

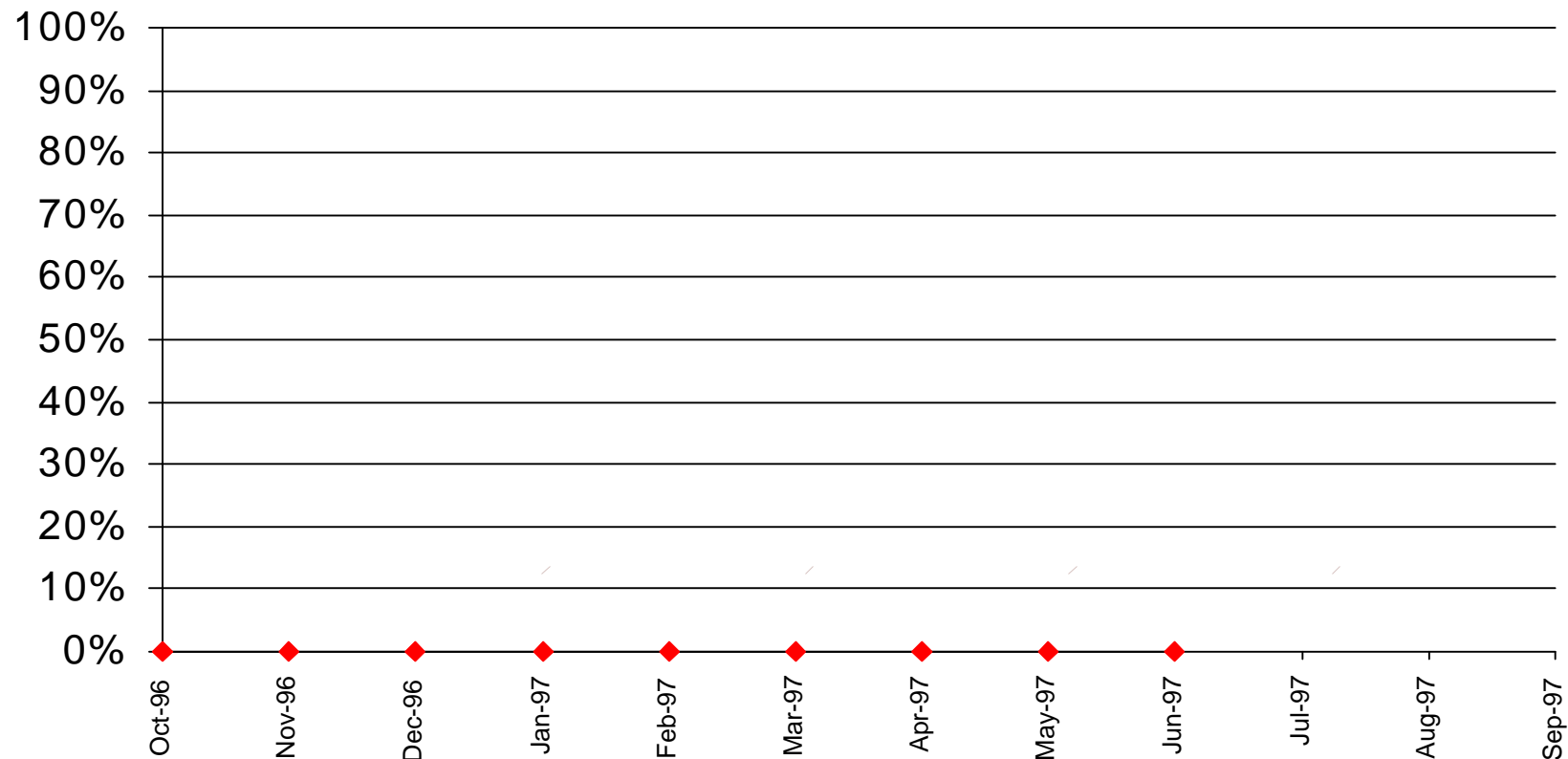
[Mandatory Chart]



STATUS: **Green**



FY 97 Goal: **Backlog with 2 Year Cycle**



Business Plan Reference: 4.4.1

Champion: Cat Ignacio 58

DCMDI

Right Price

Open Overhead Negotiations

[Mandatory Chart]



- June Data = 0
- FY97 Goal = **Backlog within 2 year cycle**
- Current Status: **GREEN**
- DCMDI has no contracts with open overhead years under a cost monitoring program. Data will likely remain the same during FY 97.

Business Plan Reference: 4.4.1

DCMDI

Right Efficiency

Contract Closeout

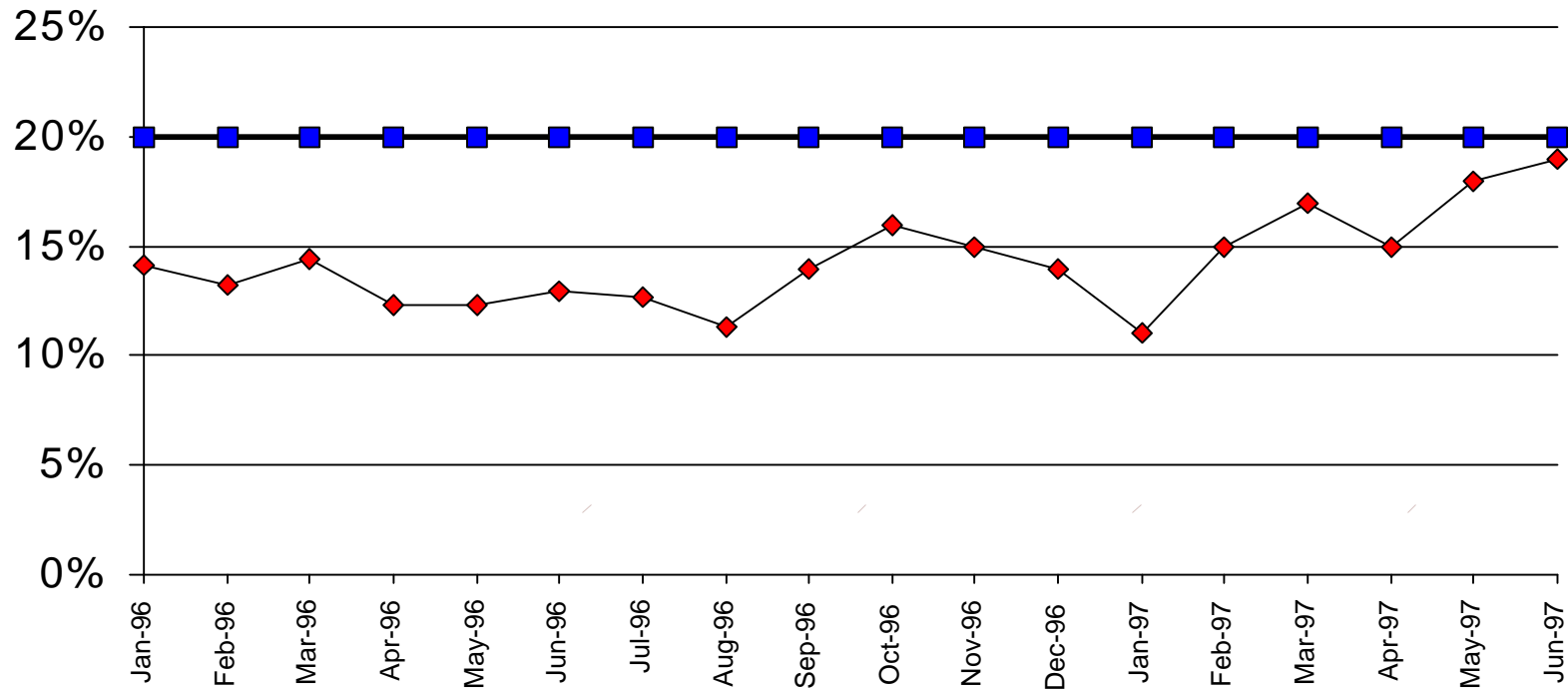
[Mandatory Chart] ✓

(Contracts Overage / Contracts Awaiting Closeout)

STATUS: **Green**



FY 97 Goal: < **20 %**



Business Plan Reference: 1.3.1

Champion: Joyce Ard 60

DCMDI

Right Efficiency

Contract Closeout

[Mandatory Chart]



(Contracts Overage / Contracts Awaiting Closeout)

- June Data = 19%
- FY97 Goal = 20%
- Current Status: **GREEN**
- Backup Info: This chart gives the number of overage contracts overaged contracts (328) divided by the number of contracts awaiting closeout (1,720) or 19%.

DCMDI

Right Efficiency

Termination Actions

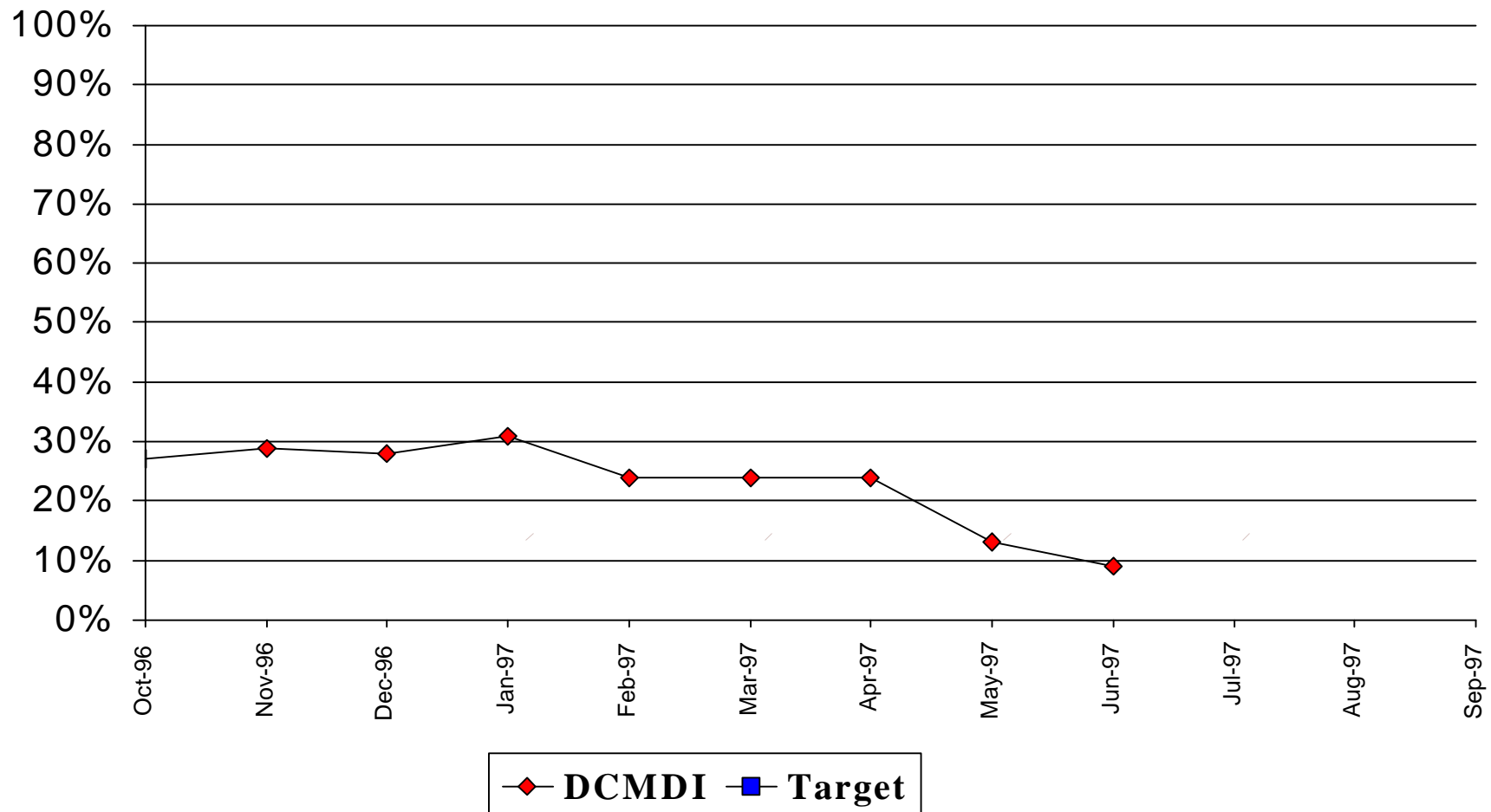
(Dockets Overage / Total Dockets)

STATUS: **Yellow**



FY 97 Goal: **0 Dockets with Termination**

Date Prior to 1/1/95



Business Plan Reference None

Right Efficiency

Termination Actions

(Dockets Overage / Total Dockets)

- June Data = 9%
- FY97 Goal = **0 Dockets w/Termination Date prior to 1/1/95**
- Current Status: **YELLOW**
- Backup Info: 31 Dockets; 4 Overage (> 2 Years)
 - N Europe has 15 Dockets; 1 Overage Docket
 - S Europe: Has 1 Overage Docket.
 - Americas has 14 Dockets; 2 Overage Dockets
 - CCC (Canada) Management Council working to shorten processing cycle time.
 - Puerto Rico T4C settlement reached. Mod pending DPSC finalize warranty issue.

DCMDI Performance Improvement

1997 Business Plan - Performance Goals		Int'l
1.1.1	Continually improve process to help customers craft better contracts and make better contractor selections (EARLY CAS CHALLENGE) (briefed under Mission Rights)	Green
1.2.1	Increase the percentage of items (source inspected) conforming to product specifications (Right Item under Mission item #1)	Green
1.2.2	Improve by 5% over the FY 96 baseline, the number of contract line items delivered to the original delivery schedule (Right Time under Mission item #2)	N/R
1.2.3	Increase overall DCMC ROI by 10% over the FY 96 baseline (Right Price under Mission item #3)	Green
1.3.1	Continually improve all facets of the contract close-out process (Targets=Less than 5%/20% overage contracts for those with/without canceling funds respectively (Right Efficiency under Mission item #6A)	Green
2.1.1	Incrementally expand JLC Acquisition Pollution Prevention Initiative to additional contractor sites	N/A
2.1.2	Establish/maintain/improve surveillance process to sense/satisfy customer needs (DELIVERY DELINQUENCIES CHALLENGE) (Right Time under Mission items # 2A-2G)	N/A
2.1.3	Continue to identify/define and implement actions necessary to ensure that DCMC is positioned to remain a key player in the DoD acquisition process in the 21st century	N/A
2.1.4	Improve the effectiveness and efficiency of all our communication efforts (INTRA-DCMC COMMUNICATIONS CHALLENGE)	Green

DCMDI Performance Improvement (Con't)

1997 Business Plan - Performance Goals

Int'l

- | | | |
|-------|---|-------|
| 2.1.5 | Continually improve/enhance organization & processes that deliver quality products/services (INTERNAL PROCESS CHALLENGE) | Green |
| 2.1.6 | Support info technology initiatives by deploying 90% of projects in the ARM plan on schedule (INFORMATION TECHNOLOGY CHALLENGE) | NR |
| 2.1.7 | Develop/deploy small quantity of outcome-oriented performance measures which best | Green |
| 2.1.8 | Package DCMC-wide data for the customer in a comprehensive, timely, and user-friendly manner (PACKAGING DCMC DATA CHALLENGE) | Green |
| 2.2.1 | Use the results of Performance Based Staffing Assessment to better structure and utilize the workforce | Green |
| 2.3.1 | Improve mission and support processes by conducting USA and management control reviews; incorporate areas for improvement into the planning process | Green |
| 2.3.2 | Assess organizational performance through the accomplishment of 30 IOAs during FY 97 | N/A |
| 2.3.3 | Continue those benchmarking projects started in FY 96 | N/A |
| 2.3.4 | Explore the use of Alternate Oversight approaches and other methods to enhance operational efficiency at various CAO locations | N/A |
| 2.3.5 | Refine Internal Assessment (INTERNAL ASSESSMENT CHALLENGE) | N/A |

DCMDI Performance Improvement (Con't)

1997 Business Plan - Performance Goals

Int'l

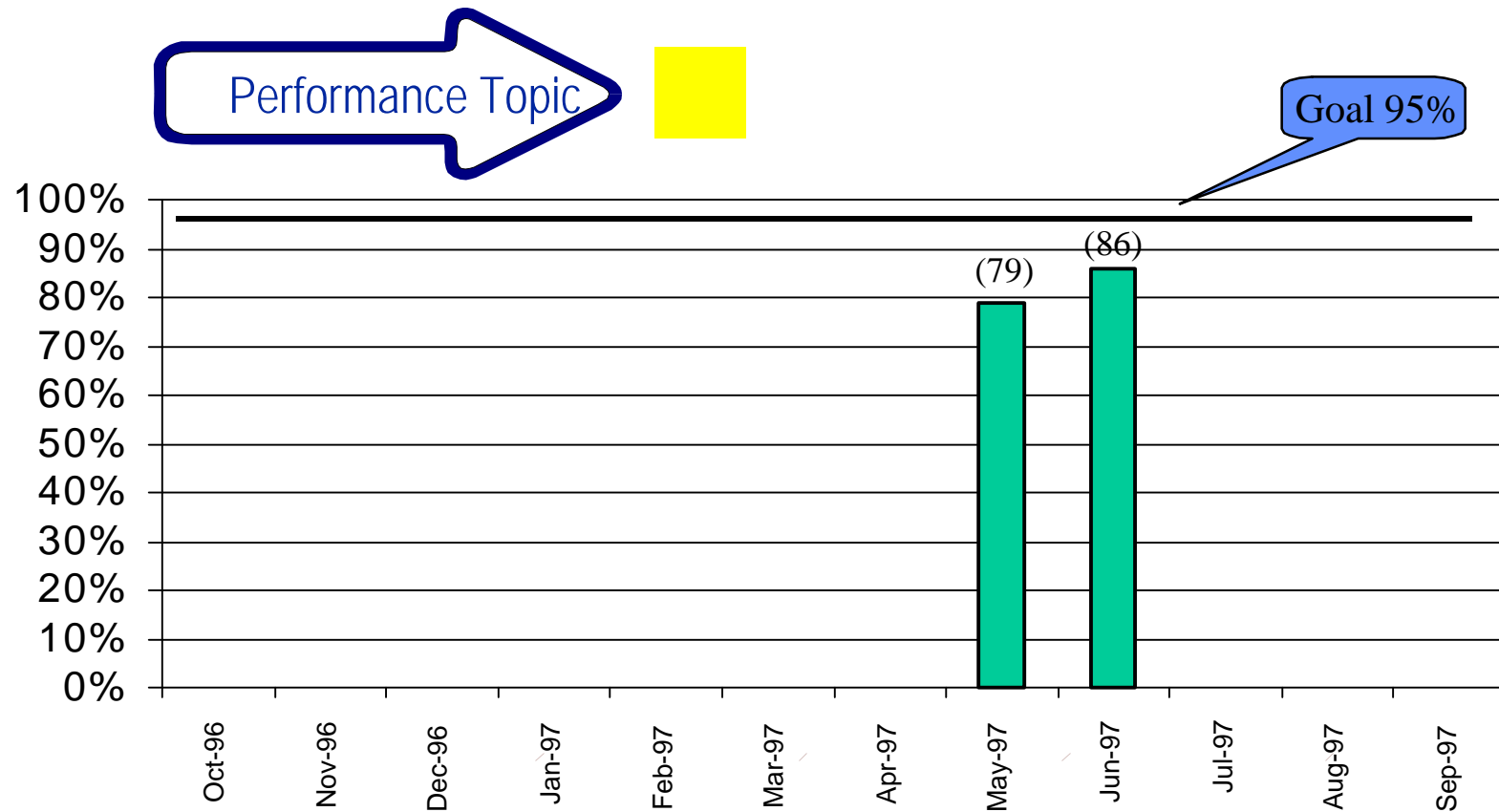
- | | | |
|-------|---|--------|
| 3.1.1 | Reduce facilities costs - bring footage of office space into compliance
with DLA standard - move offices from leased space into DoD space | NR |
| 3.1.2 | Reduce number of high grade positions (14/15/SES) by 4% DCMC-wide | Green |
| 3.1.3 | Increase civilian supervisory ratio to 13:1 | Green |
| 3.1.4 | Implement Unit Cost Management (UNIT COST MANAGEMENT) | Yellow |
| 3.2.1 | Develop and implement an integrated planning, programming, budgeting,
execution, and assessment management system. | Green |
| 3.3.1 | Improve work environment to enhance employees' well being, productivity | Green |
| 4.1.1 | Maintain overall customer satisfaction level greater than 4.0
(Right Reception under Mission item #5B) | Green |
| 4.1.2 | Field activities continue to solicit customer satisfaction information
via Trailer Cards (Right Reception under Mission item #5C) | Green |
| 4.2.1 | Implement risk management in the reimbursable budget process and improve forecasting,
reporting, and billing procedures and processes | Green |
| 5.1.1 | Establish, maintain and improve a strategic workforce development
system that addresses current and future skills needed to satisfy customer
requirements (WORKFORCE SKILLS CHALLENGE) (Right Talent under Mission item #7) | Green |
| 5.2.1 | Improve labor management relations within DCMC | Green |

Performance Topic

Yellow

DCMDI Performance Improvement Goal 3.1.4

PLAS Usage



Business Plan Reference: 3.1.2

DCMDI Performance Improvement Goal 3.1.4

Implement Unit Cost Management

Status: Yellow



Comments: ...Achieve and maintain a PLAS usage rate of 95 % ...

- DCMDI expects to achieve the 95 % goal by year end.
- Hardware, connectivity and organizational restructuring issues have been the major impact in the International environment.
- Consolidation of Israel with S. Europe and Puerto Rico with Americas in progress.

Business Plan Reference: 1.2.1

PLAS Usage to Hrs Paid

LOCATION	Paid	PLAS	% of Paid			
	Hours	Hours	Hours in PLAS			
Americas	12609	8187	64.93%			
Northern Europe	15242	15520	101.82%			
Southern Europe	21909	19294	88.06%			
Saudi Arabia	15619	15684	100.42%			
Pacific	14447	14437	99.93%			
District - HD	2271	2118.00	93.26%			
District - HM	2373	2488	104.85%			
District - HO	4208	4000	95.06%			
District - HX	1176	1025	87.16%			
District (less Centers)	79826	73122	91.60%			
Assessment Center	5771	1568	27.17%			
Overhead Center	6712	4601	68.55%			
SPI Center	456	136	29.82%			
Intern Center						
Centers'	12939	6305	48.73%			
International Total	92765	79427	85.62%			
NOTES:						
	Americas low due to Puerto Rico is still on Version 6.1. Office is being					
	relocated and when the server is installed, Version 8.02 will be loaded.					
	Expect Puerto Rico to be operational in September. Missing hours equate					
	to a total of 3108 hours (18.5 x 168) which would bring Americas up to 88.01 %.					
	Assessment Center low due to Manassas and Los Angeles employees not being able					
	to access the PLAS system. Chicago is working with us to fix the access					
	problems. Missing hours equate to a total of 3696 hours (22 x 168) which would					
	bring the Assessment Center up to 95.32 %.					

DCMIDI

ALERTS Installation in DCMC Americas

SCE in Northern Europe

DCMC Americas

Excess

funding was deobligated from the contract and is available for reuse on current Navy requirements as the funds were from Shipbuilding accounts and are not subject to the cancellation requirements of the M account legislation.

DCMC

Monthly Management Review

DCMDE





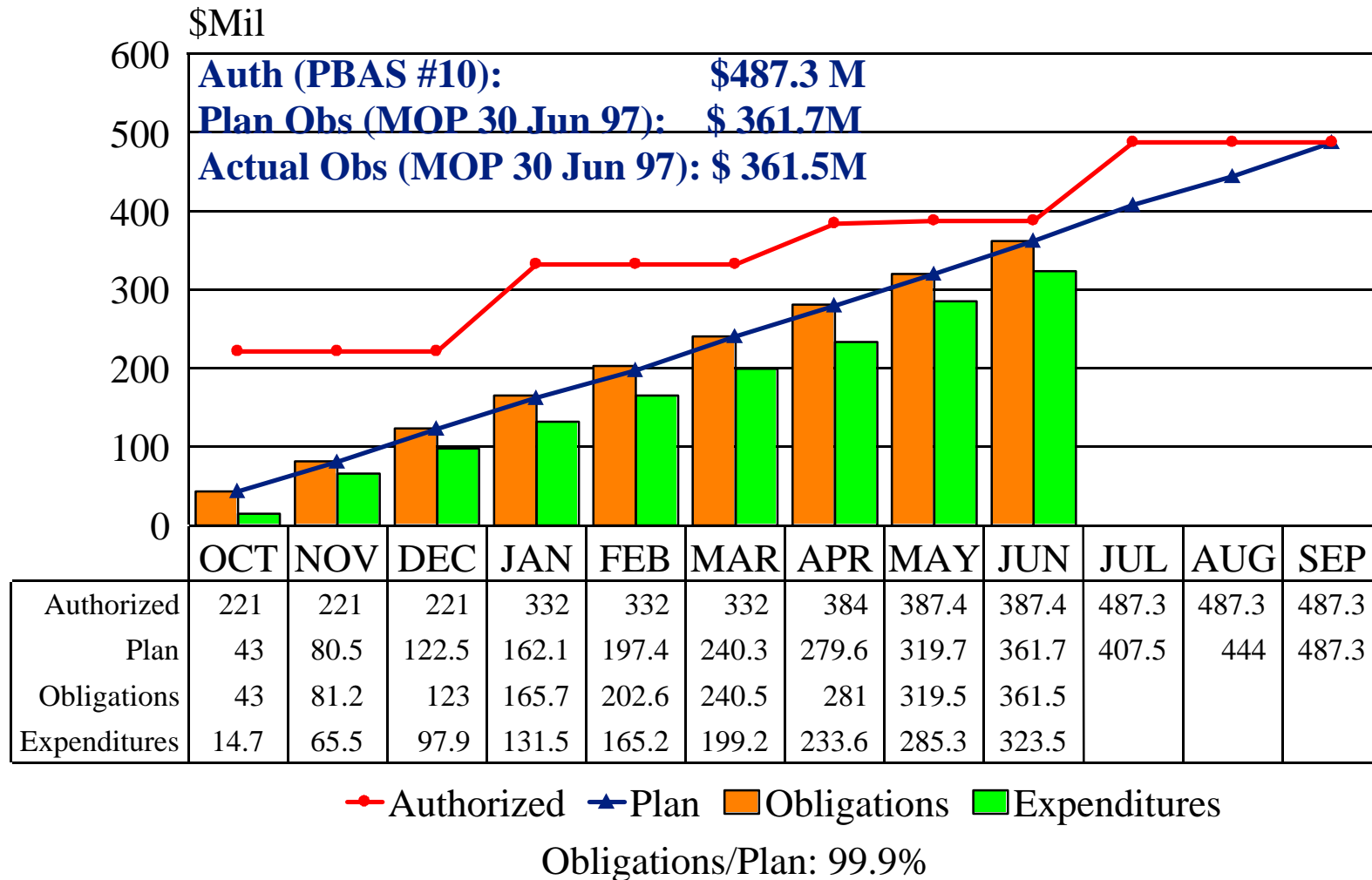
Resource Management

Jun 97 data

DCMDE

Business Performance Metric	East
• Budget Execution	
• Total Summary	Green
• Direct	Green
• Reimbursable	Red
• Manpower	
• Total (FTE Execution)	Red

FY97 DCMDE Execution a/o 30 Jun 97 Summary Chart



Budget Execution a/o 30 Jun 97

Summary Chart

Status: Green  **Obligations/Plan = \$361.5 / 361.7 = 99.9%**

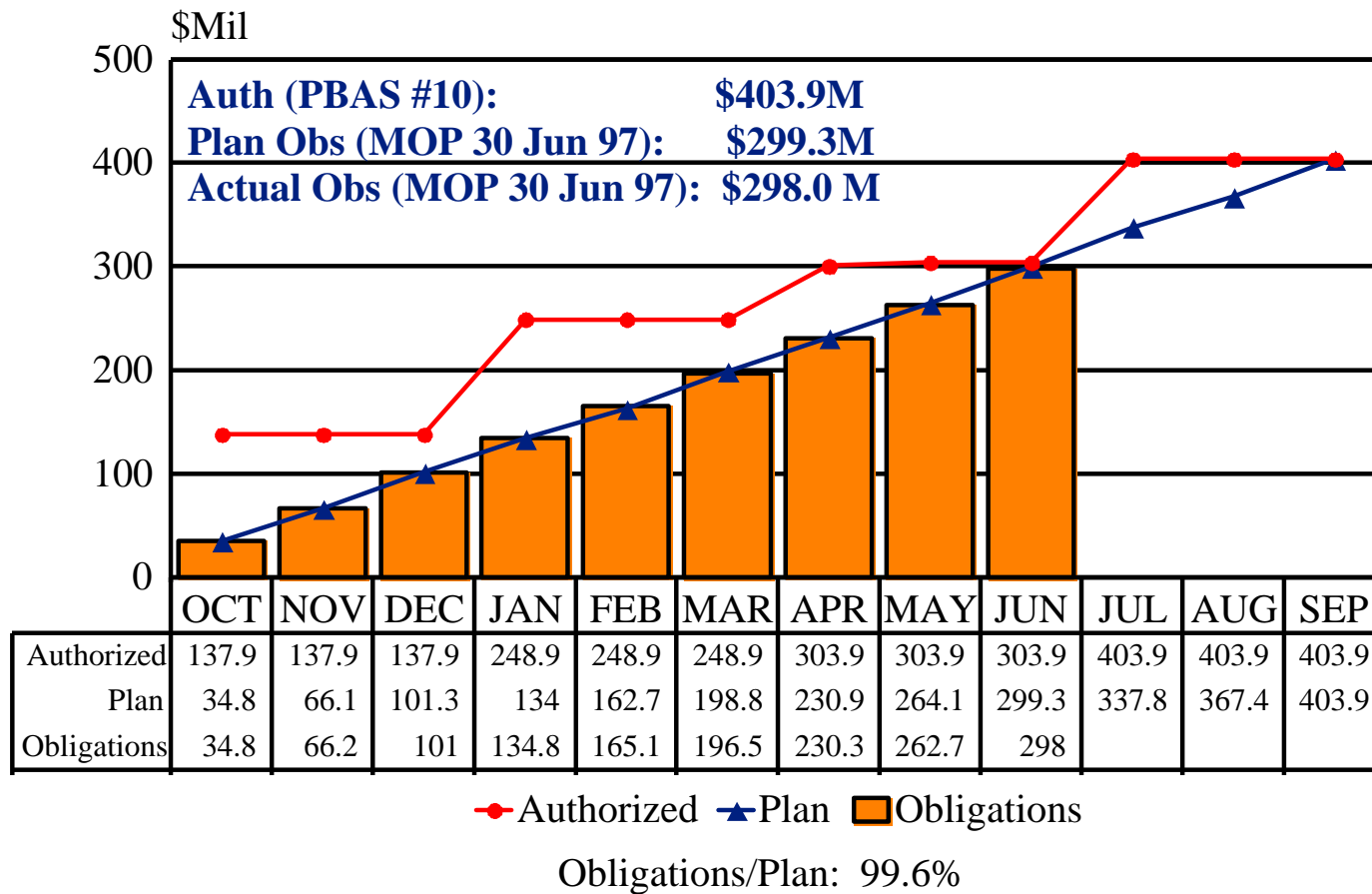
Comments:

- Within quarterly authorization of \$387.4, obligations under plan by \$.2M.

FY97 DCMDE Execution

a/o 30 Jun 97

Direct Dollars



Budget Execution a/o 30 Jun 97

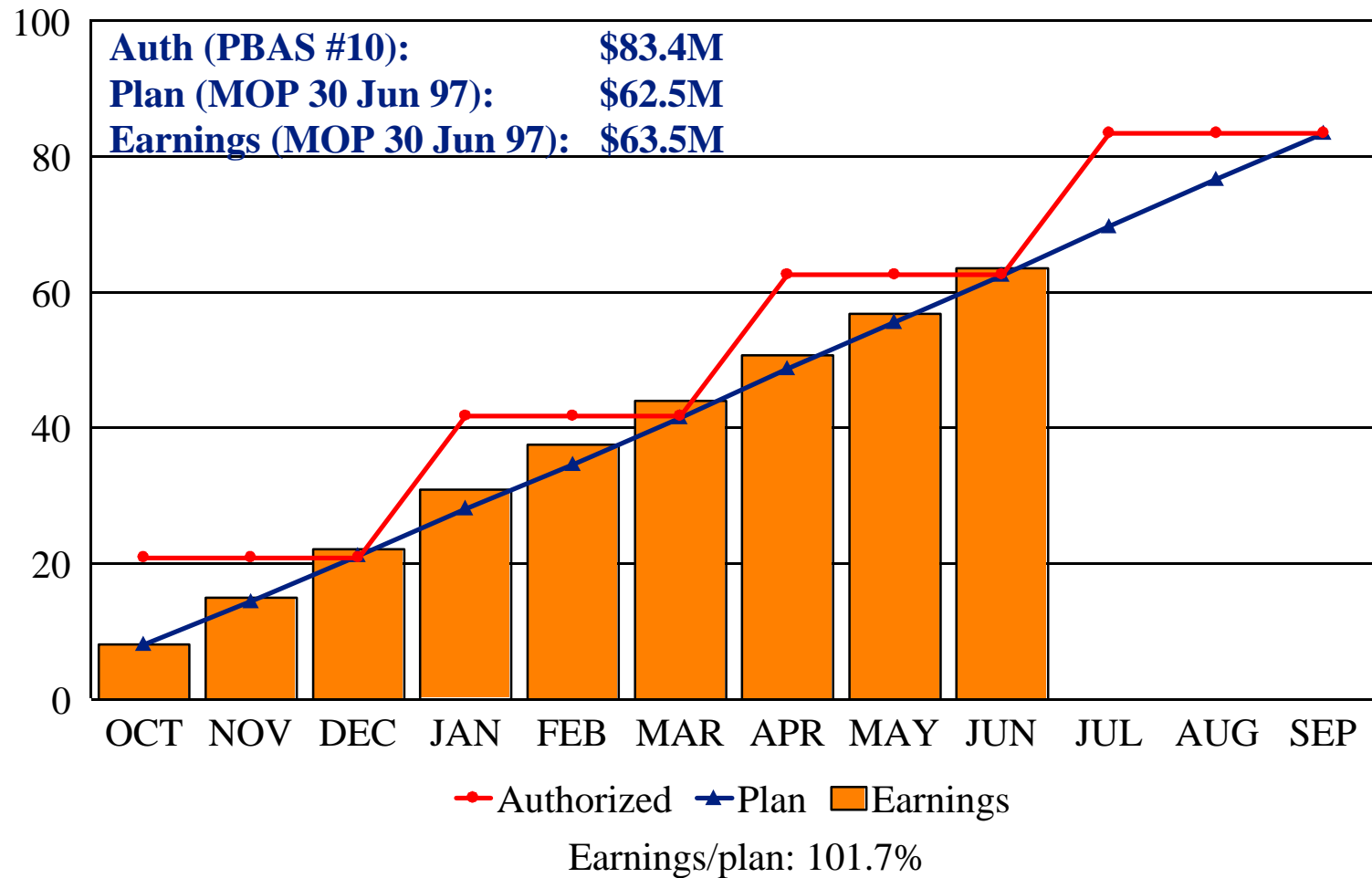
Direct Chart

Status: Green  **Obligations/Plan = \$298 / 299.3M = 99.6%**

Comments:

- Within authorization of \$303.9M, obligations \$1.3M under plan.

FY97 DCMDE Execution a/o 30 Jun 97 Reimbursables



Budget Execution a/o 30 Jun 97

Reimbursables

Status: Red



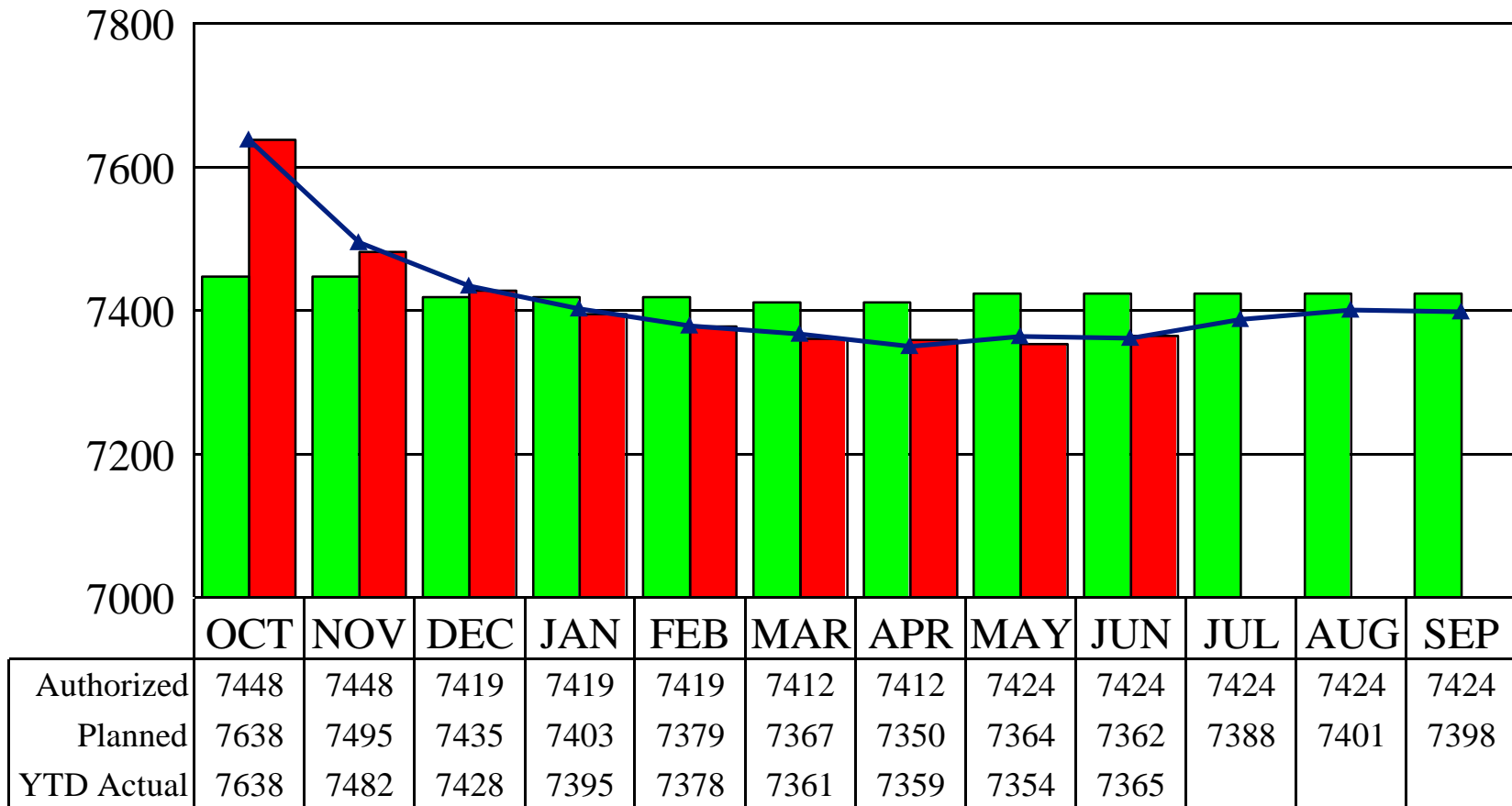
Earnings / Plan = \$63.5 / \$62.5M = 101.7%

Comments:

- June earnings \$6.7M, FYTD \$63.5 M vs Plan \$62.5M
- FYTD earnings at 101.7% reflect higher earnings from Oct 96 to Jan 97; however, recent months reimbursable earnings have been lower than plan.
 - Downward adjustment will further reduce FYTD earnings by \$1.2M. This adjustment will be reflected in July reports.
- Projected FY97 earnings after adjustments are \$80.9M
- Also a shortfall of \$2.5M is projected.
 - DCMC HQ was provided Oct-Jun actual and Jul-Sep projected earnings showing how the \$2.5M shortfall was determined.

FY97 DCMDE FTE Execution

a/o 30 Jun 97



■ Authorized
 ▲ Planned
 ■ YTD Actual

Actual/Plan: 100 %

FTEs Execution a/o 30 Jun 97

Status: Red



FY97 FTEs Goal = 7424

Comments:

- o Actual 7365 vs Plan 7362 for a variance of +3.
- o Monthly losses higher than expected. June losses were 67 vs 51 in the Plan. 21 losses from DCMC Cleveland.
 - oo Current projection indicates we will miss our FY97 goal by 26.
 - oo If District FTE target is increased by 12, to 7436, it could cause District to under-burn by -38.

Performance Metric	DCMD East
Right Item - Conforming Items	N/R (Special Topic)
Design Defects (ECPs & W/Ds)	YELLOW
Customer Priority List (CPL) Coverage	YELLOW
UCA Definitization	RED
Open Overhead Negotiations	RED (Special Topic)
Canceling Funds (TBD)	RED
Termination Actions (4.1.2.)	RED
Unreconcilable Contracts	RED (Special Topic)

RIGHT ITEM
Conforming Items

Usable Lab Tested Items/# Lab Tested X 100

STATUS:

☐

N/R

FY97 Goal: Increase 5% over FY96

- o 10 current failures
 - oo 6 PDREP
 - ooo Hartford - 4
 - ooo Philadelphia - 2
 - oo 4 Ogden
 - ooo Birmingham - 2
 - ooo Cleveland - 1
 - ooo Philadelphia - 1

RIGHT ITEM
Conforming Items

Usable Lab Tested Items/# Lab Tested X 100

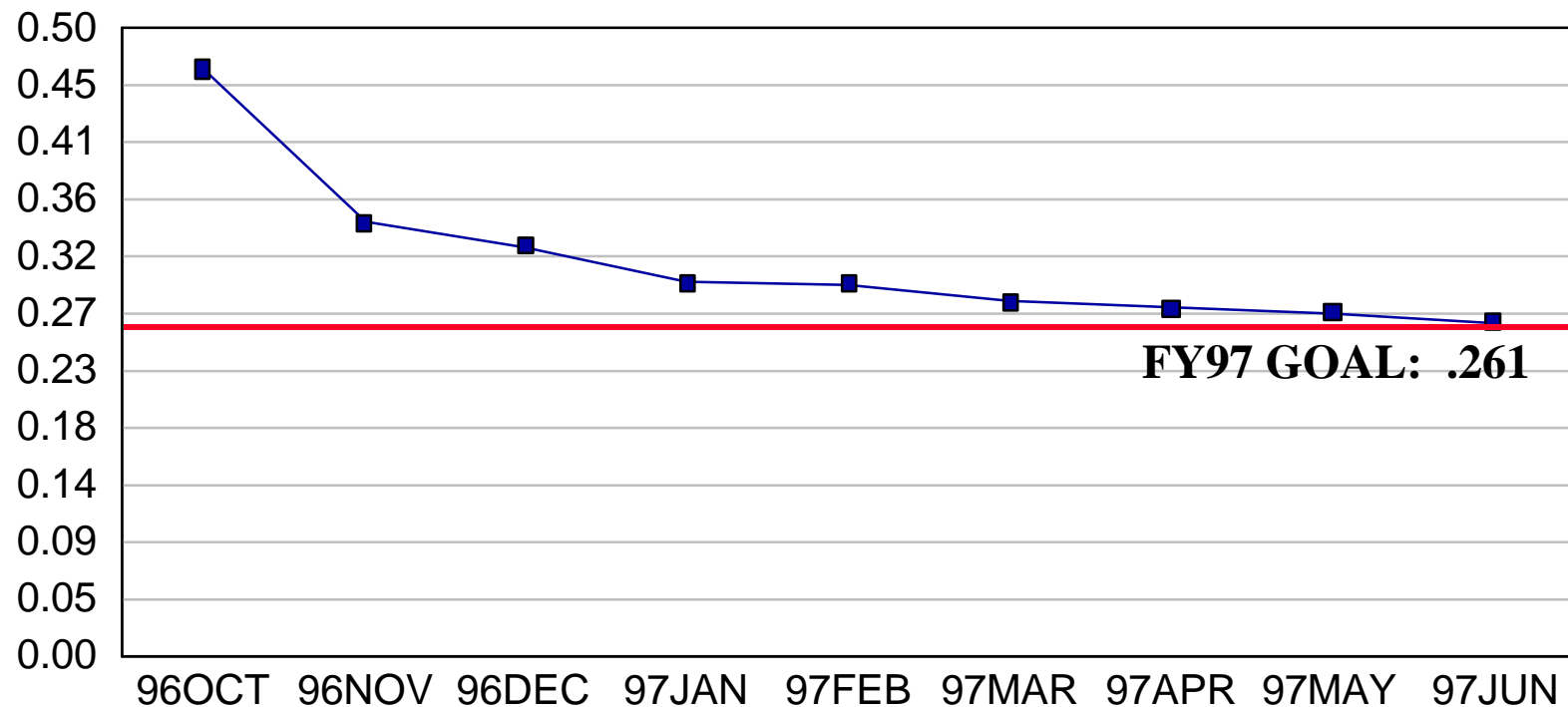
STATUS: N/R

FY97 Goal: Increase 5% over FY96

- DCMC HQ pursuing additional metric
(tags with shipment that provide CAO telephone
number to report problems)
- DCMDE to establish procedure at DCMC
Reading to test new concept

RIGHT ITEM
DESIGN DEFECTS
DESIGN DEFECTS PER 1000 KTS
CUMULATIVE AVERAGE

MAJOR/CRITICAL RFWs & RFDs PER 1000 KTS



DCMDE

RIGHT ITEM

Design Defects Waivers and Deviations

Major/Critical Waivers & Deviations / Number of Contracts Times 1000

STATUS:



YELLOW

FY 97 GOAL: 0.261 M/C W&Ds / 1K Contracts

Monthly Activity

- FY 97 Actual: 0.266 W&Ds per 1K Contracts
- June 1997: 0.21 M/C W&Ds Per 1K Contracts
 - 53 Major/Critical W&Ds Processed During June 1997
 - Activity from 21 CAOs
 - 9 CAOs Account for 74% (39) of W&Ds

DCMDE

RIGHT ITEM

Design Defects Waivers and Deviations

Major/Critical Waivers & Deviations / Number of Contracts Times 1000

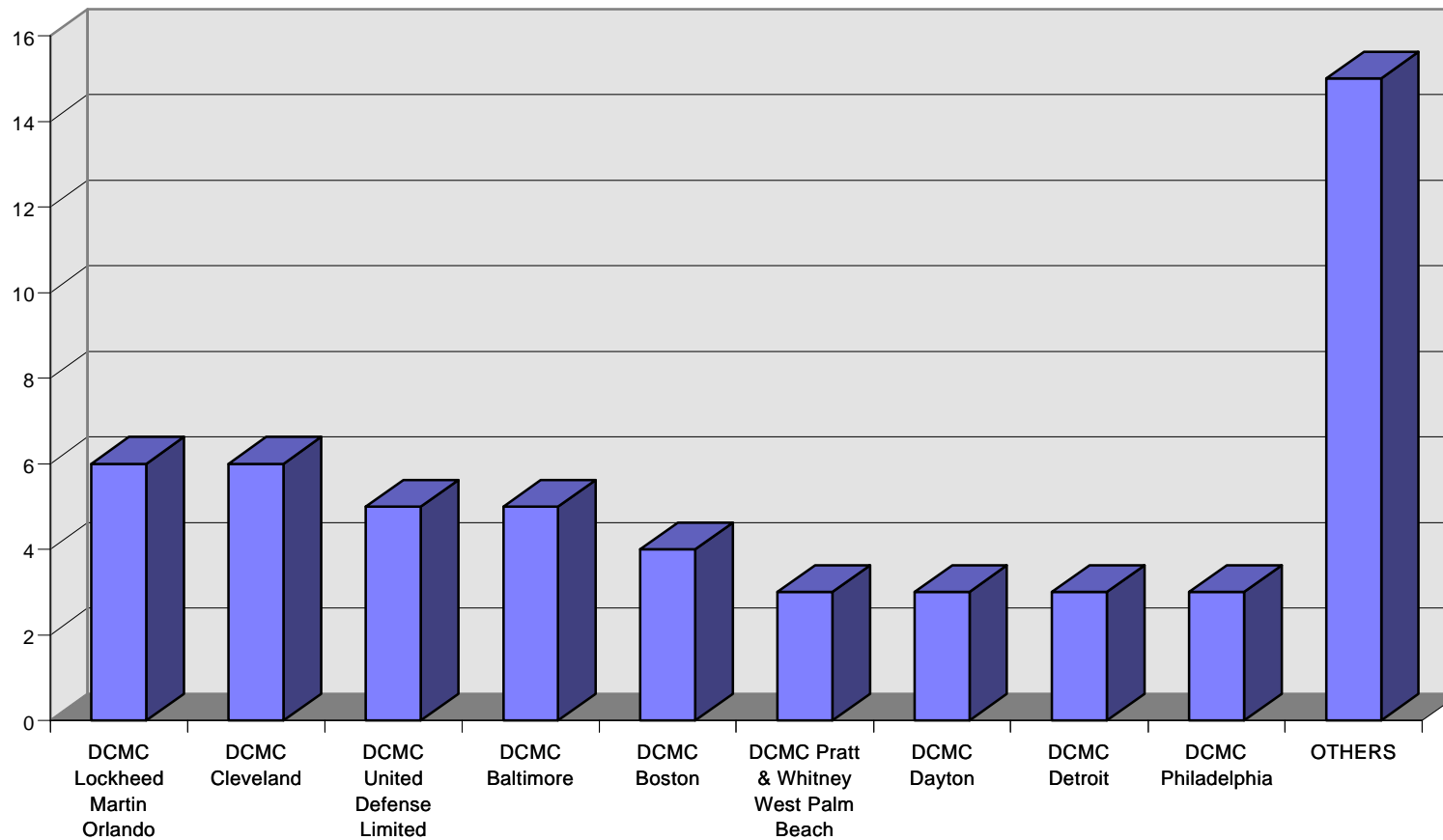
STATUS:



YELLOW

FY 97 GOAL: 0.261 M/C W&Ds / 1K Contracts

TOP 9 CAOs M/C W&Ds



Business Plan Reference 1.2.1.1

DCMDE

Right Time

D. CUSTOMER PRIORITY LIST (CPL) COVERAGE

#CPL Replies Completed by Due Date/Total CPL Requests X 100

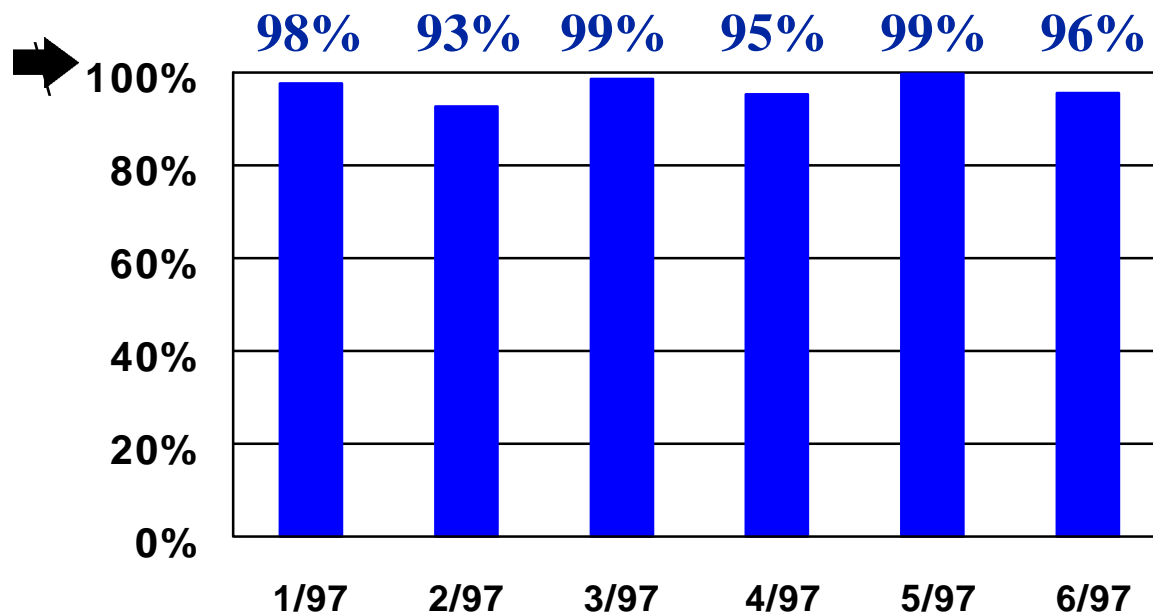
STATUS:



Yellow

FY 97 GOAL: 100%

CPL RESPONSE TIMELINESS



DCMDE

FY97 GOAL: 100%

STATUS: YELLOW

CPL RESPONSES
COMPLETED
ON TIME

TOTAL #
CPL REQUESTS

DCMDE **RIGHT TIME**
D. CUSTOMER PRIORITY LIST (CPL) COVERAGE

#CPL Replies Completed by Due Date/Total CPL Requests X 100

STATUS:  **Yellow**

FY 97 GOAL: 100%

- **DCMDE Average - 96%**

Top Drivers:

- **Indianapolis - 75%**
 - **14 OF 56 CPL RESPONSES LATE**
 - **I/S DID NOT RECEIVE CPLs DUE TO SOUTH BEND OFFICE MOVE AND PHONE LINES DOWN**
 - **CORRECTIVE ACTION**
 - **THE MONITOR WILL CONTACT THE I/S BY PAGER TO ASSURE THE I/S IS AWARE OF CPLs**
 - **GET WELL DATE: JULY 97**

Business Plan Reference: 2.1.2(d)

DCMDE **RIGHT TIME**
D. CUSTOMER PRIORITY LIST (CPL) COVERAGE

#CPL Replies Completed by Due Date/Total CPL Requests X 100

STATUS:



Yellow

FY 97 GOAL: 100%

- **DCMDE Average - 96%**

Top Drivers (cont.):

- **LONG ISLAND (93%)**
 - **3 OF 46 CPL RESPONSES LATE**
 - **ONE DAY LATE DUE TO I/S INJURY**
 - **CORRECTIVE ACTION**
 - **TRANSFERRING WORK TO A BACK-UP WHICH IS ALREADY IN PLACE**
 - **GET WELL DATE: JULY 97**

Business Plan Reference: 2.1.2(d)

DCMDE **RIGHT TIME**
D. CUSTOMER PRIORITY LIST (CPL) COVERAGE

#CPL Replies Completed by Due Date/Total CPL Requests X 100

STATUS:  **Yellow**

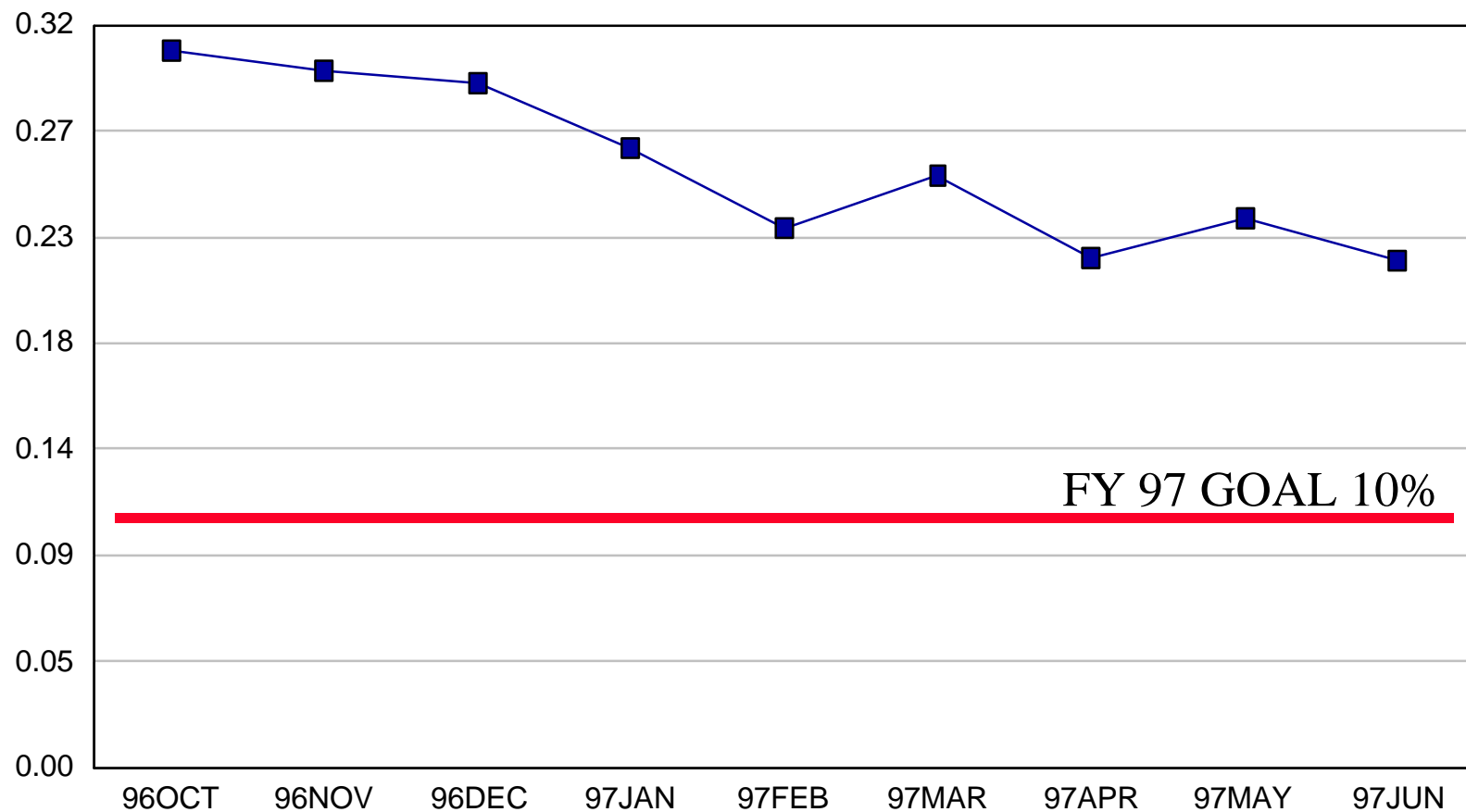
FY 97 GOAL: 100%

- **DCMDE Average - 96%**
Top Drivers (cont.):
- **DETROIT (66%)**
 - **7 OF 120 CPL RESPONSES LATE**
 - **CONTRACTOR'S REP WAS ON LEAVE AND I/S WAS UNABLE TO OBTAIN THE STATUS**
 - **CORRECTIVE ACTION**
 - **CONTRACTOR APPOINTED A SECOND POINT OF CONTACT FOR CPLs**
 - **GET WELL DATE: JULY 97**

Business Plan Reference: 2.1.2(d)

**RIGHT PRICE
UCA DEFINITIZATION
% OF UCAs ON HAND > 180 DAYS**

% OF UCAs ON HAND > 180 DAYS

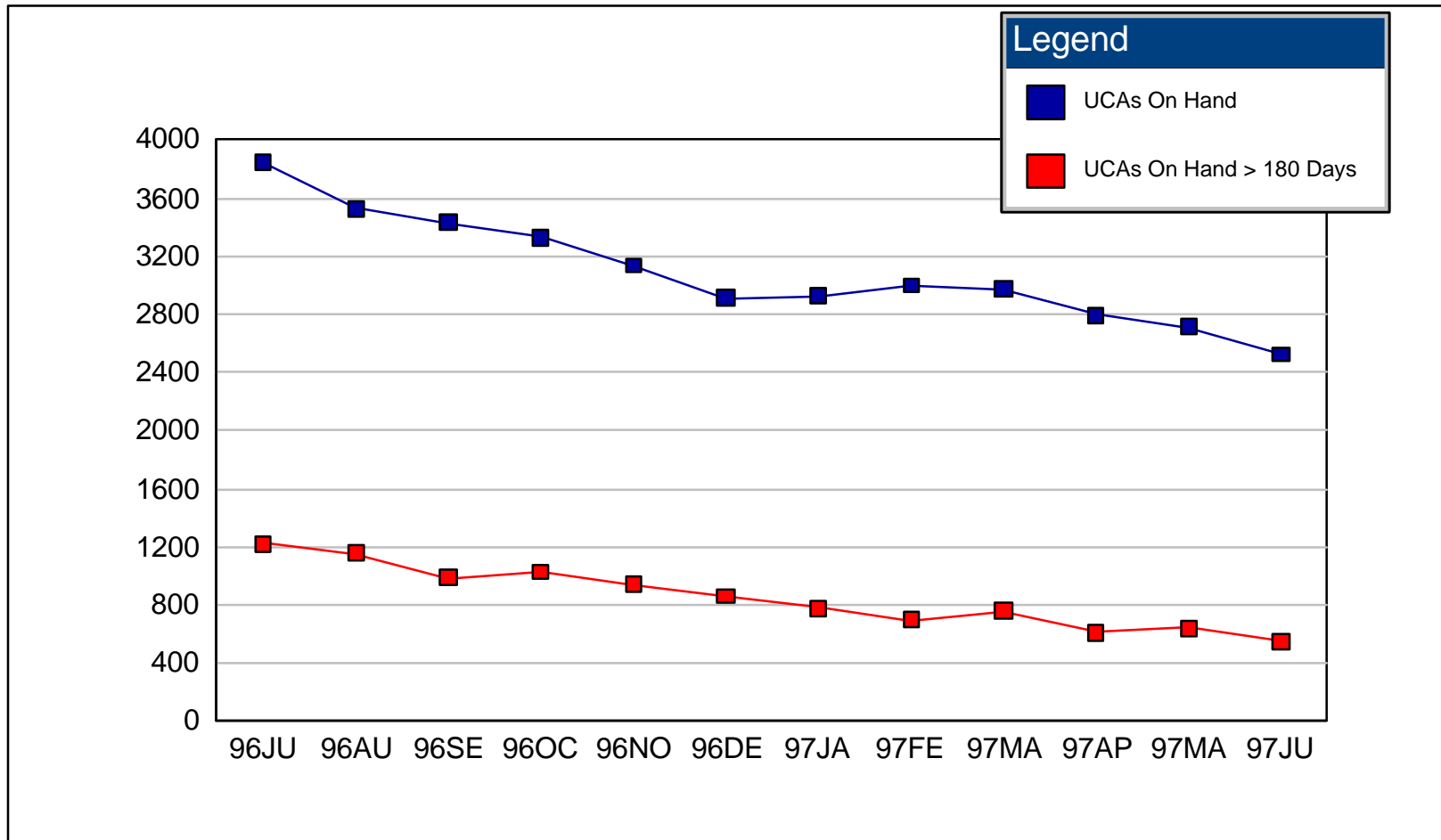


DCMD
E

Right Price UCA Definitization (% of UCAs On-Hand > 180 Days)

STATUS: RED

FY97 Goal: 10%



Business Plan Reference: N/A⁹²

DCMDE

Right Price
UCA Definitization
(% of UCAs On-Hand > 180 Days)

STATUS:



RED

FY97 Goal: 10%

o Jun 97 Overage - 21.9% (552/2525). Top ~~Ten~~ ^(Seven) CAOs with 65.4%

o Total Undefined UCA \$'s (000's)

<u>Army</u>	<u>Navy</u>	<u>Air Force</u>	<u>Other</u>	<u>Total</u>
\$27,646	\$689,362	\$220,294	\$12,283	\$949,585

o Total Overage Undefined UCA \$'s (000's)

<u>Army</u>	<u>Navy</u>	<u>Air Force</u>	<u>Other</u>	<u>Total</u>
\$773	\$224,263	\$102,249	\$3,953	\$331,238

o Percentage of Overage Dollars: 34.9%

o Top ~~Ten~~ ^(Seven) CAO's: Percentage of Overage Dollars: 69.0%

Business Plan Reference: N/A⁹⁸

DCMDE

**Right Price
UCA Definitization
(% of UCAs On-Hand > 180 Days)**

STATUS:



RED

FY97 Goal: 10%

District Staff Actions:

- o District POC has forwarded the C & T initiative developed by DCMC Boston to all geographic area CAOs within the District where C & T contracts may exist along with copies to DCMDW, DCMDI and DCMC HQ
- o District POC has contacted the CLR at DPSC concerning the depot's policy on bulk funding which would expedite, if available, the definitization of UCAs awaiting funds.

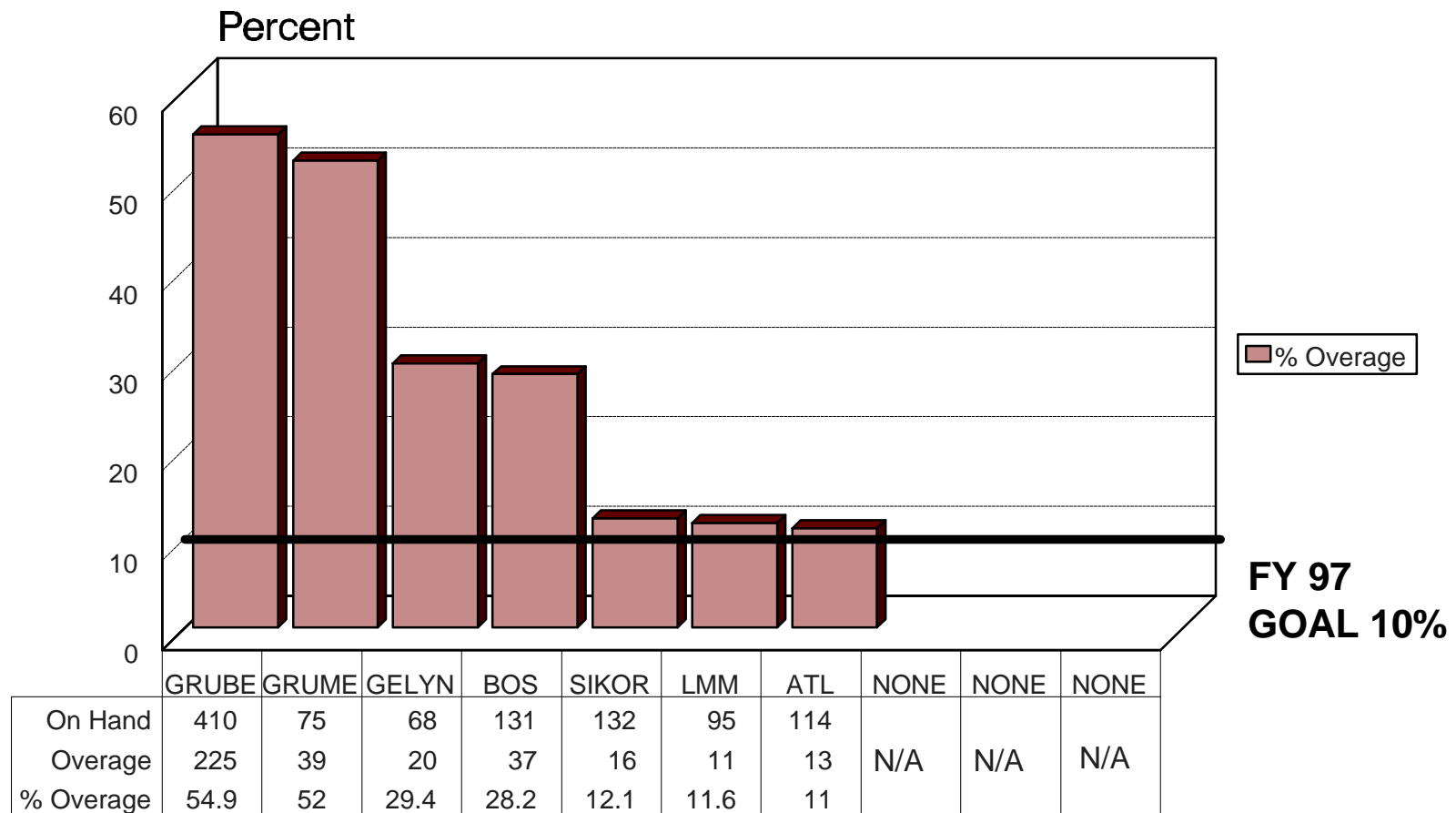
Business Plan Reference: N/A₄

DCMDE

OVERAGE UNDEFINITIZED CONTRACTUAL ACTIONS (UCAs)

DCMDE TOP TEN CAOs (FY97 GOAL: 10%)

SEVEN



SEVEN

NOTE: TOTAL TOP TEN 361/OVERAGE DISTRICT 552=65.4%

DCMDE

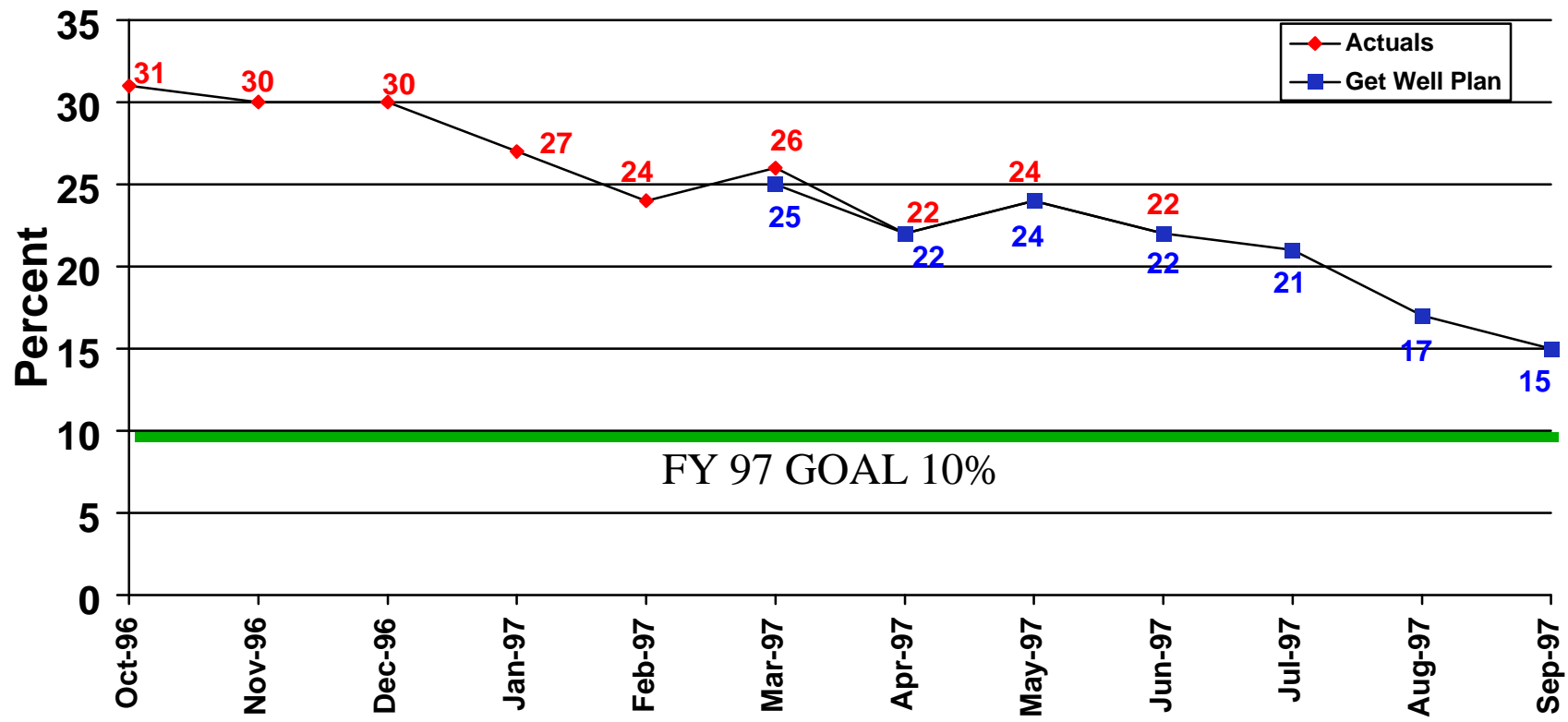
Right Price
UCA Definitization
UCA GET WELL PLAN

STATUS:



RED

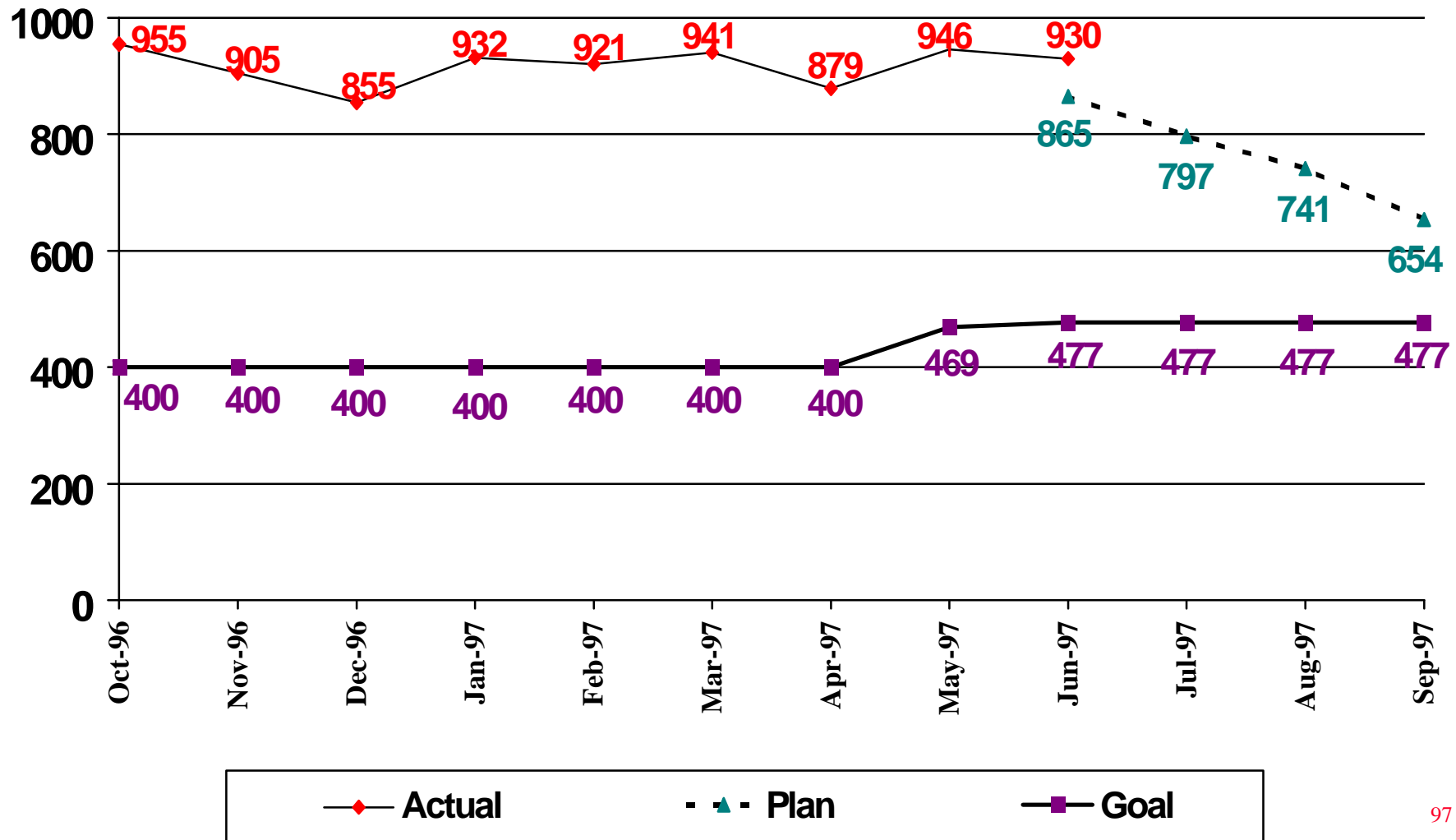
FY97 Goal: 10%



Right Price

Open Overhead Negotiations (4.4.1)

OVERHEAD NEGOTIATION BURNDOWN PLAN



Open Overhead Negotiations (4.4.1)

STATUS:  **RED**

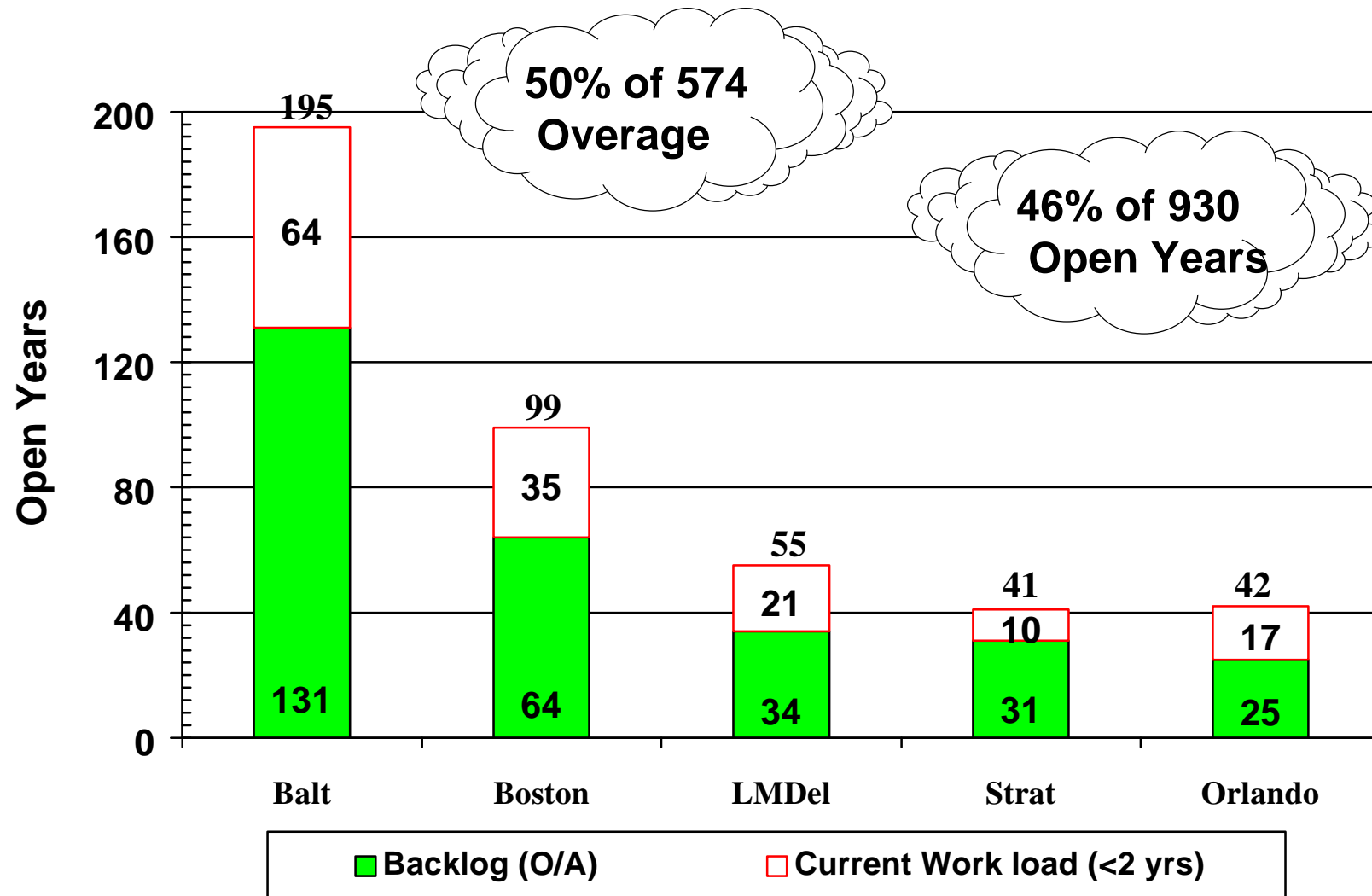
FY97 Goal: Average of 2 yrs per location
(about 800 open years DCMC-wide)

- o Jun 97 open overhead years - 930
 - oo Open years >2 years old - 574
 - oo Of the 574 Overage years:
 - 52 are Awaiting Proposals
 - 203 are Awaiting Audits
 - 319 are in Negotiation
- o District Staff:
 - oo Analyzing CAO Burndown plans/drivers
 - oo Emphasizing use of Audit Determined Rates

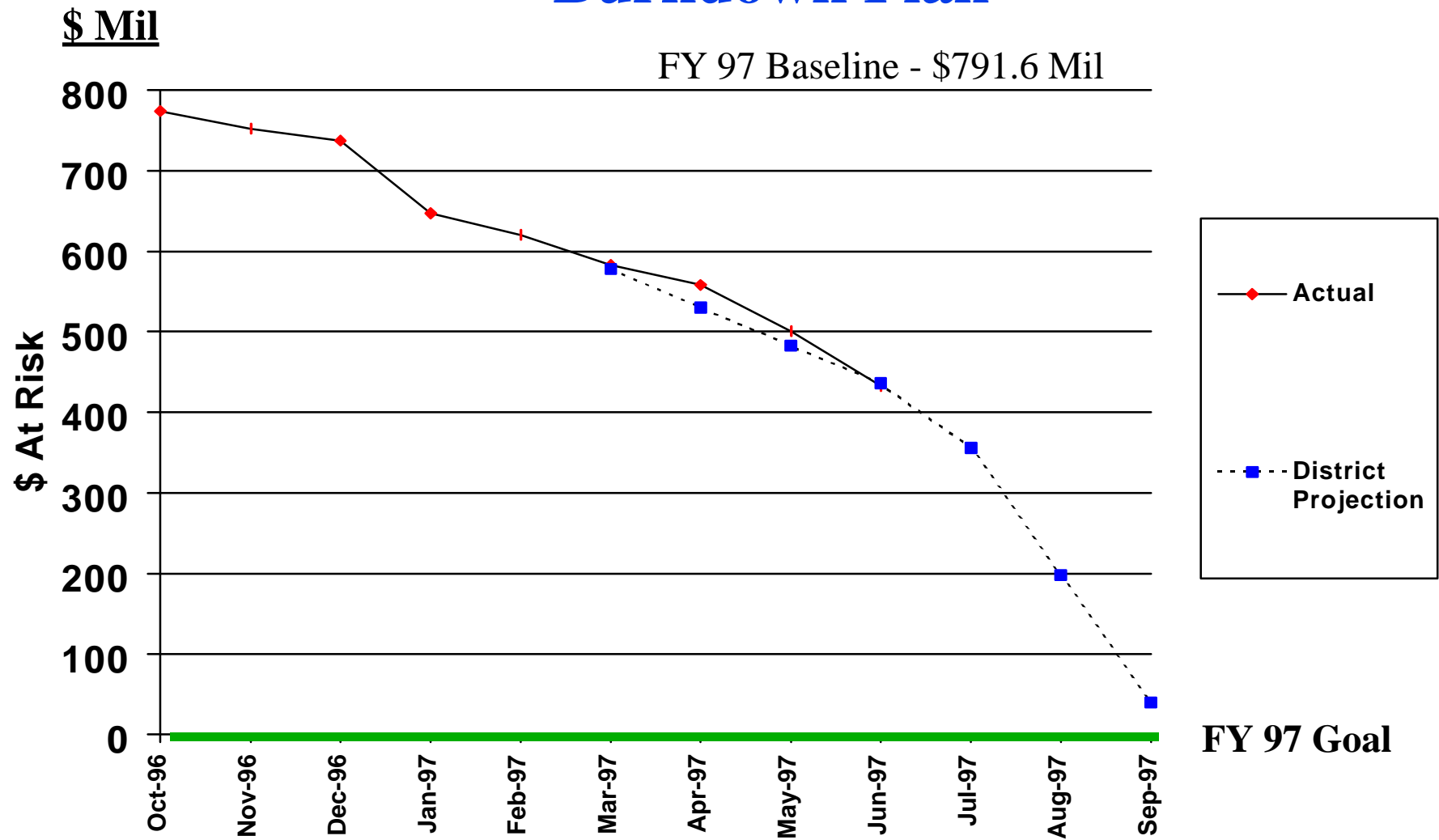
Right Price

Open Overhead Negotiations (4.4.1)

Top 5 Pacing CAOS for “Backlog/Overage”



FY 97 Canceling Funds Section 1-4 Total Burndown Plan



Right Efficiency Canceling Funds

STATUS:  **RED**

FY 97 Goal: \$0 Canceling Funds

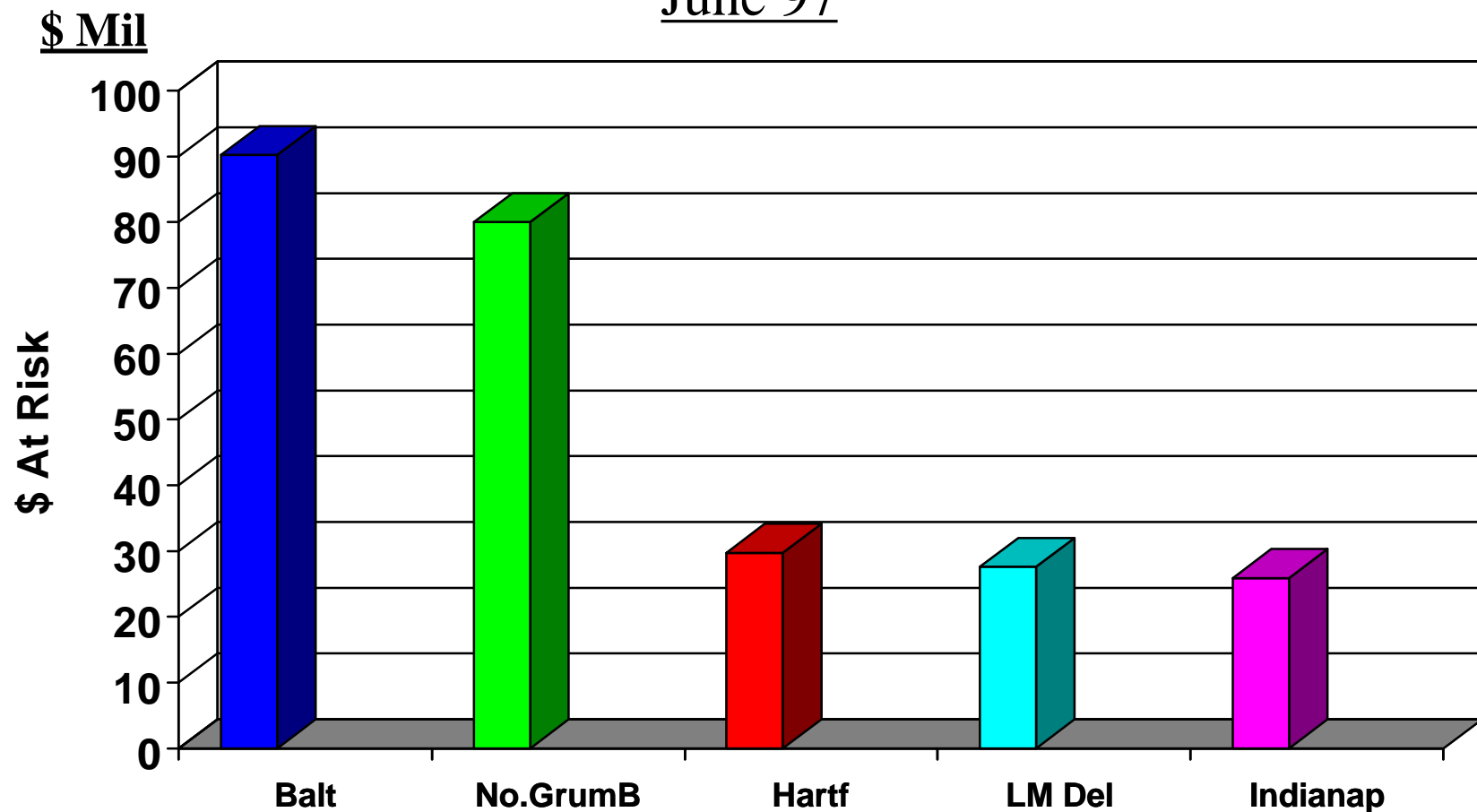
- o Goal of \$0 canceling at FY end requires red status code throughout the year
- o District total ULO, FY 97 baseline: \$791.6M
 - oo District total ULO, as of June 97: \$432.8M
 - oo Decrease/positive trend continues
 - oo Reduced by 54.7% thus far

DCMDE

Contracts With FY 97 Canceling Funds Section 1-4 Total

Top 5 Pacing CAOs

June 97

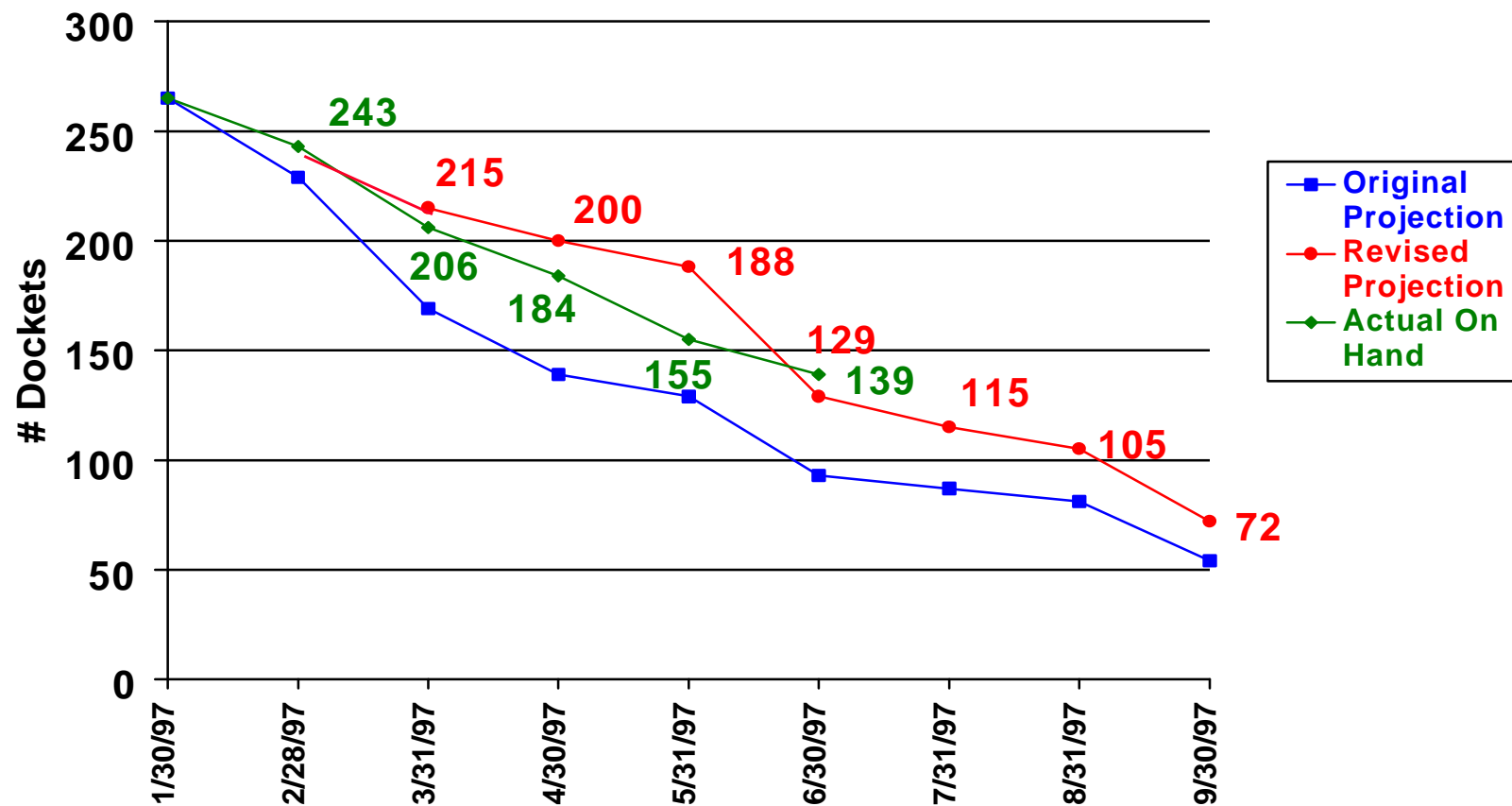


Right Efficiency Canceling Funds



DCMDE Monthly Activity

- o CAOs continue to work all related issues and provide monthly information to District
- o District analysis of Canceling Funds Report (690) and DFAS Open Audit Log performed
 - oo Contract level comparison of the two reports (June data)
 - oo 232 contracts identified in both 690 report and in DFAS Open Audit (Recon/Adjust) Log
 - oo Illustrates impact of payment office role in DCMC metric
 - oo Supports CAOs' concern with being measured by 690 totals
 - oo If completed, DFAS reconciliation/adjustment actions have potential to impact approximately \$178.3M (net amount) of 690 ULOs
 - oo Analysis results/spreadsheet provided to DCMC HQ and to DCMC Customer Liaison at DFAS
 - oo Recommend DCMC/DFAS discuss use for prioritizing workload in FY 98

Right Efficiency Termination Actions Burndown Plan



Right Efficiency Termination Actions Termination for Convenience Cycle Time

STATUS:		GREEN	FY97 Goal: Cycle Time < 730 Days
		RED	FY97 Goal: Zero Dockets with Termination Date prior to 1/1/95

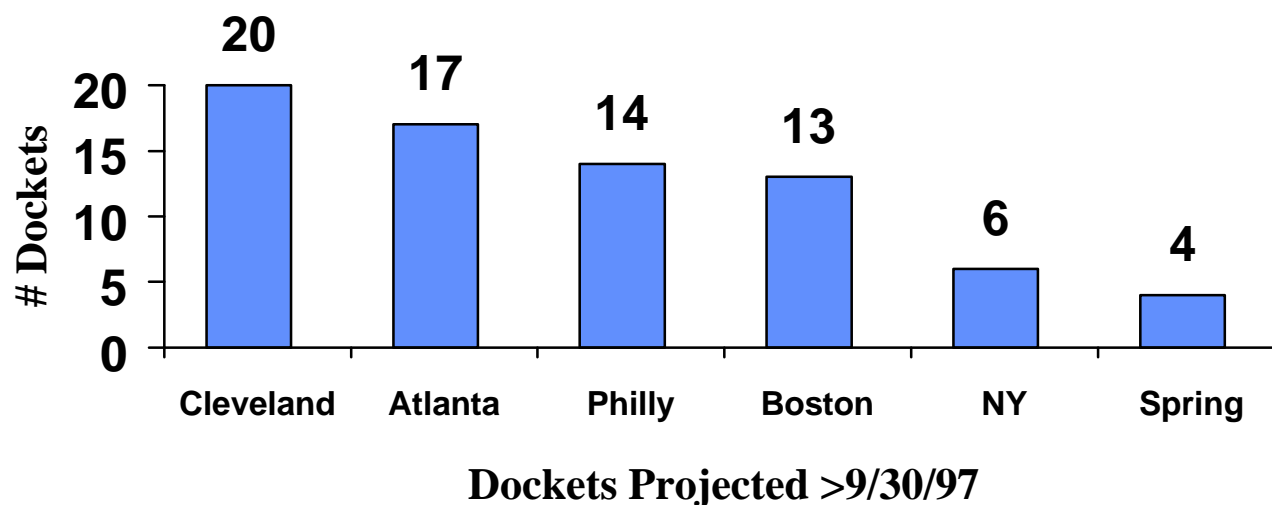
- o Two Measures
- o Cycle Time Metric - Green
 - oo Applies Only to Dockets with a Termination Date after 1/1/95
 - ooo Goal <730 Days; Achievable Goal
 - ooo June Cycle Time 450 Days
- o Closeout Goal - Red
 - oo Do Not Anticipate Achieving “0” Open Dockets at end of Fiscal Year with Termination Date Prior to 1/1/95

Right Efficiency Termination Actions

Termination for Convenience Cycle Time

STATUS:**Red****FY97 Goal (Sep 30, 1997): Zero Dockets On Hand with Termination Date prior to 1/1/95**

- o Do not Anticipate Achieving “0” Open Dockets with Termination Date prior to 1/1/95
 - oo 74 Projected Closing Beyond Sep 97 Goal (+11 over May Projection)
 - oo Cleveland has requested District support on Legal issues



DCMDE

SPECIAL TOPIC
UNRECONCILABLE CONTRACTS

STATUS:  RED

FY97 Goal: Close By APR 97

<u>CAO</u>	<u># Contracts</u>	<u>Closed</u>	<u>Balance</u>
DCMC Baltimore	6	5	1
DCMC Detroit	1	1	0
DCMC Indianapolis	4	4	0
DCMC Lockheed Sanders	1	1	0
DCMC LM Del Valley	3	2	1
DCMC Pittsburgh	2	2	0
DCMC Raytheon	2	2	0
DCMC Reading	1	1	0
DCMC Springfield	4	3	1
DCMC Stratford	2	1	1
DCMC Syracuse	<u>1</u>	<u>1</u>	<u>0</u>
	27	23	4
Special Topic			

UNRECONCILABLE CONTRACTS

Key Issues

- DFAS Actions
 - Adjustments to ACRNs required on one (1) contract.

- Awaiting concurrence of Buying Activity
 - NAVSEA approval of closeout settlement is required.

 - TACOM to determine if the money to be refunded by the contractor can be recycled or offset.



Performance Improvement

DCMDE

Jun 97 data

1997 Business Plan - Performance Goals	East	
• (1.2.1) Increase the percentage of items (source inspected) conforming to product specifications	YELLOW	(AD)*
• (1.3.1) Continually improve all facets of the contract close-out process such that not more than 20 percent of physically completed contracts are overage for closeout	RED	(AD)*
• (2.1.2) Establish, maintain, and improve dynamic surveillance process that senses and satisfies customer needs (DELIVERY DELINQUENCIES)	YELLOW	(AD)*
• (3.1.3) Increase civilian supervisory ratio to 13:1	RED	
• (3.1.4) Implement UNIT Cost Management (PLAS Usage)	YELLOW	

* Already Discussed during Mission Performance

Supervisory Ratio A/O 30 Jun 97



DCMDE

Performance Goal 3.1.3 Supervisory Ratio

STATUS:



RED

Goal 13:1

	<u>Non-Sup</u>	<u>Supvs</u>	<u>Ratio</u>
District Average: June 30, 97	6738	578	11.66:1

o **ACTIONS TO IMPROVE RATIO**

SUPERVISORY CHANGE

oo Infrastructure Reductions (NJ, PA)	- 5
oo TAG Reorganizations	- 6
oo Other Structural Reorganizations	- 9
oo Position Description Revisions	-22
oo Supervisory Counsels to Non-Supervisory	<u>-14</u>
	-56 total

o **REVISED RATIO UPON COMPLETION OF ABOVE ACTIONS:**

<u>Non-Sup</u>	<u>Supvs</u>	<u>Ratio</u>
6794	522	13.02:1

Performance Goal 3.1.3

Supervisory Ratio

STATUS:



RED

Goal 13:1

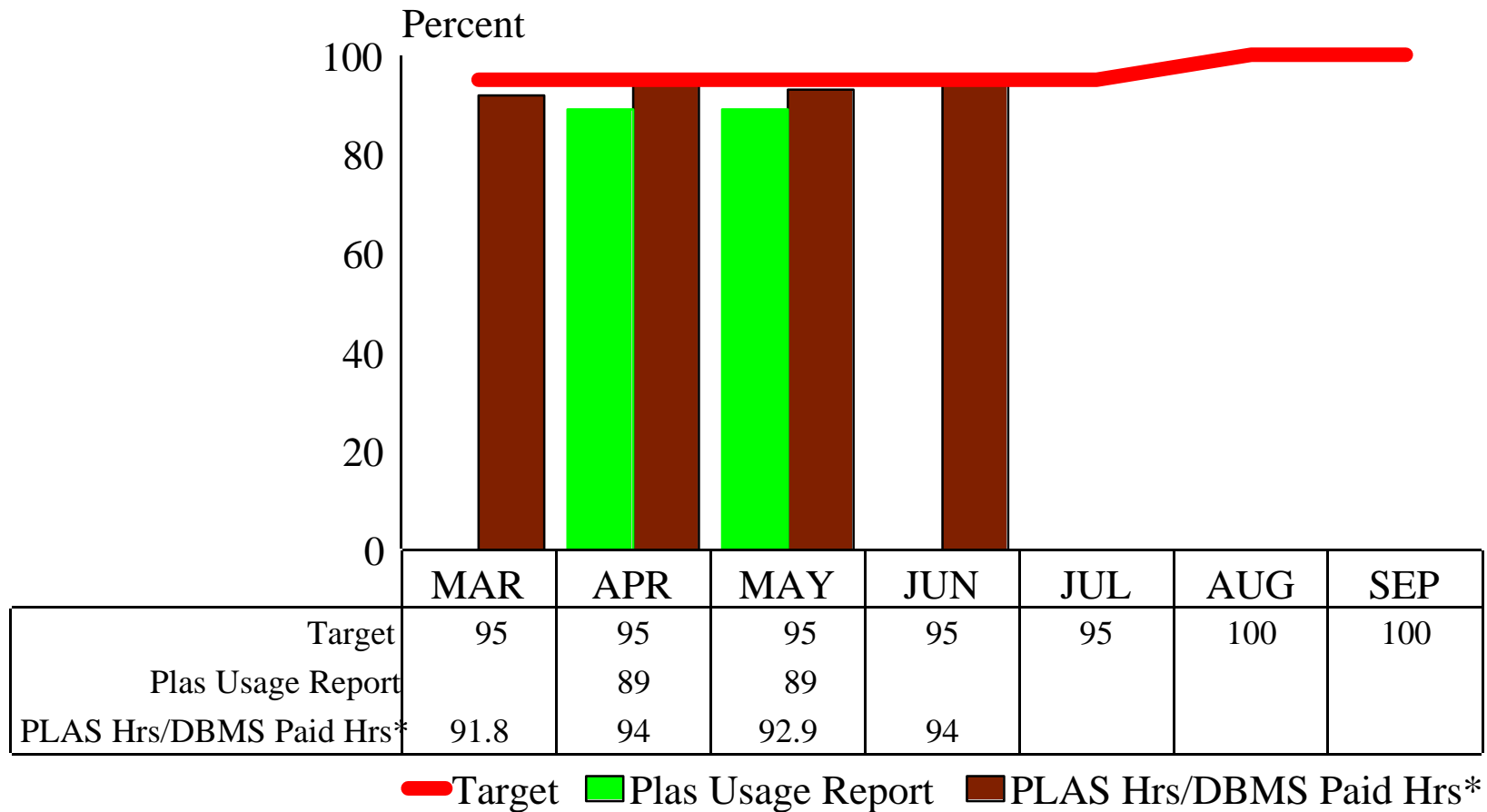
8 CAO Drivers

1. DCMC GEAE, Lynn, MA
2. DCMC Raytheon
3. DCMC Northrop Grumman, Bethpage
4. DCMC Lockheed Martin Defense Systems, MA
5. DCMC Michoud Stennis
6. DCMC GEAE, Cincinnati, OH
7. Industrial Analysis Support Office
8. DCMDE-HQ

FY97 DCMDE District PLAS Usage

a/o 30 Jun 97

Task 3.1.4.2. Achieve 95%PLAS Usage Rate



**Data provided by PLAS Management Center.*

Task 3.1.4.2. Achieve 95% PLAS Usage Rate
PLAS Hrs vs DBMS Paid Hrs a/o 30 Jun 97

Status: Yellow 

Usage Goal: 95% by 31 July 97

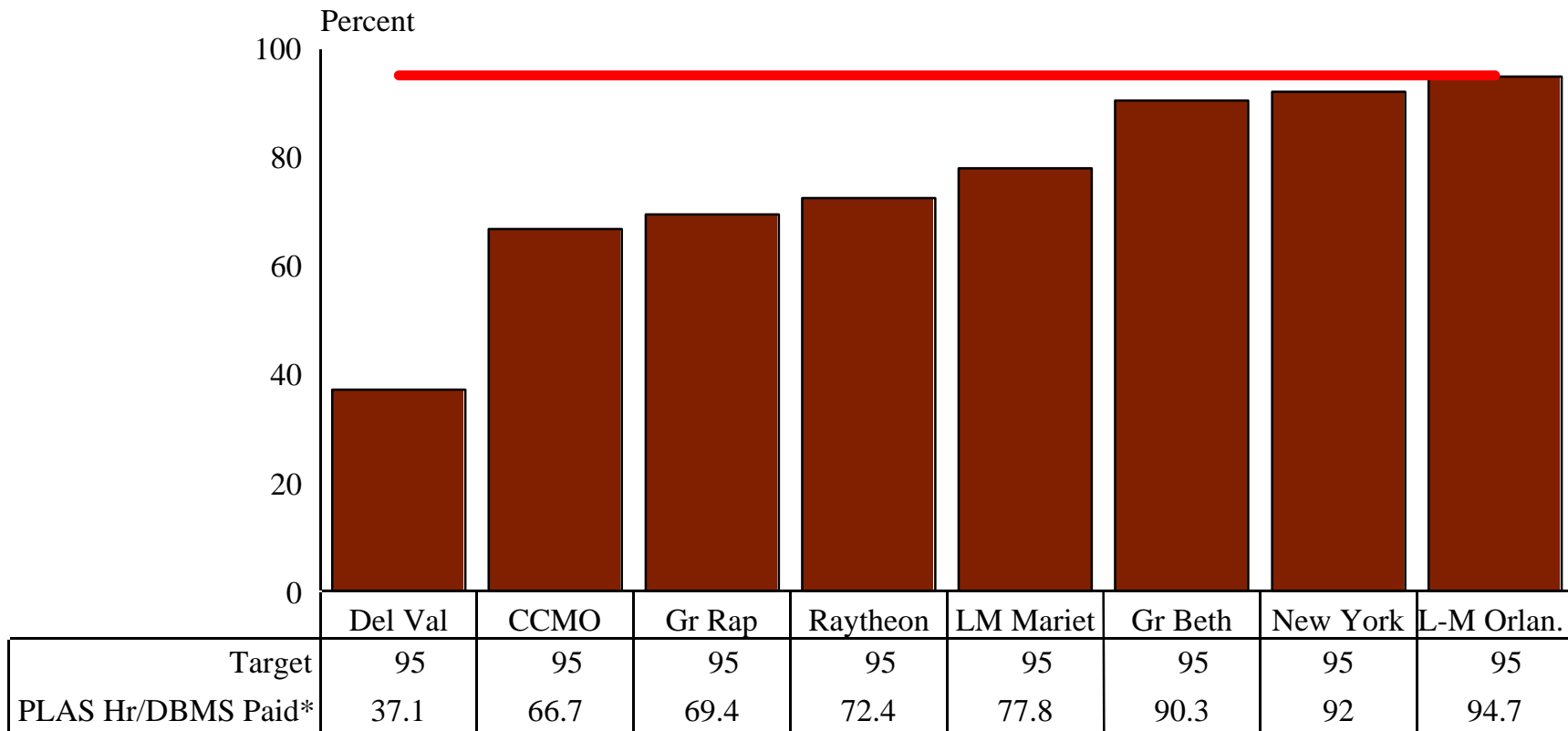
Comments:

- o PMC data (adjusted to correct for missing data) shows overall District usage at 94% (June data)
- o 8 field offices under 95%:

Delaware Valley	37.1 %
CCMO	66.7
Grand Rapids	69.4
Raytheon	72.4
L-M Marietta	77.8
Grumman Bethpage	90.3
New York	92.0
L-M Orlando	94.7

FY97 DCMDE PLAS Usage Below 95% a/o 30 Jun 97

Task 3.1.4.2. Achieve 95%PLAS Usage Rate



— Target ■ PLAS Hr/DBMS Paid*

***Data from PLAS Management Center, adjusted for missing data**

Task 3.1.4.2. Achieve 95% PLAS Usage Rate

PLAS Usage Improvement Plan

- 95% usage is achievable by:
 - Enforcing PLAS reporting requirement -
 - all civilian employees entering all compensated hours
 - military entering 40 hours/week
 - Enforcing use of work-around solution whenever connectivity problems exist .
 - faxing time to designated agent to be reported into PLAS
 - Resolving connectivity problems as quickly as possible to minimize inefficiencies incurred by slow connections and fax-in work-around solution.

Good News

- o DCMC GEAE, Cincinnati: **COST SAVINGS** of \$5.8M on the F414 Engine Device.
- o DCMC LMDS, Pittsfield: **SPI INITIATIVE** - ACO signed modification 7/28/57 incorporating block change on soldering.
- o DCMC Dayton: **TOTAL SAVINGS/COST AVOIDANCE** of \$1.3M on behalf of the Environmental Protection Agency (EPA) regarding two significant Cost Accounting Standards issues.
- o DCMC Detroit: **FPRAs** at 80% for the first time this FY.
- o DCMC Reading: **GBLs** - 100% effectiveness rate on GBLs sent via EDI.
- o DCMC Indianapolis: **SPI INITIATIVE** - At Hughes Defense Communications (Formerly Magnavox), modification executed to change Printed Wiring Boards.

DCMC

Monthly Management Review

Headquarters





Resource Management

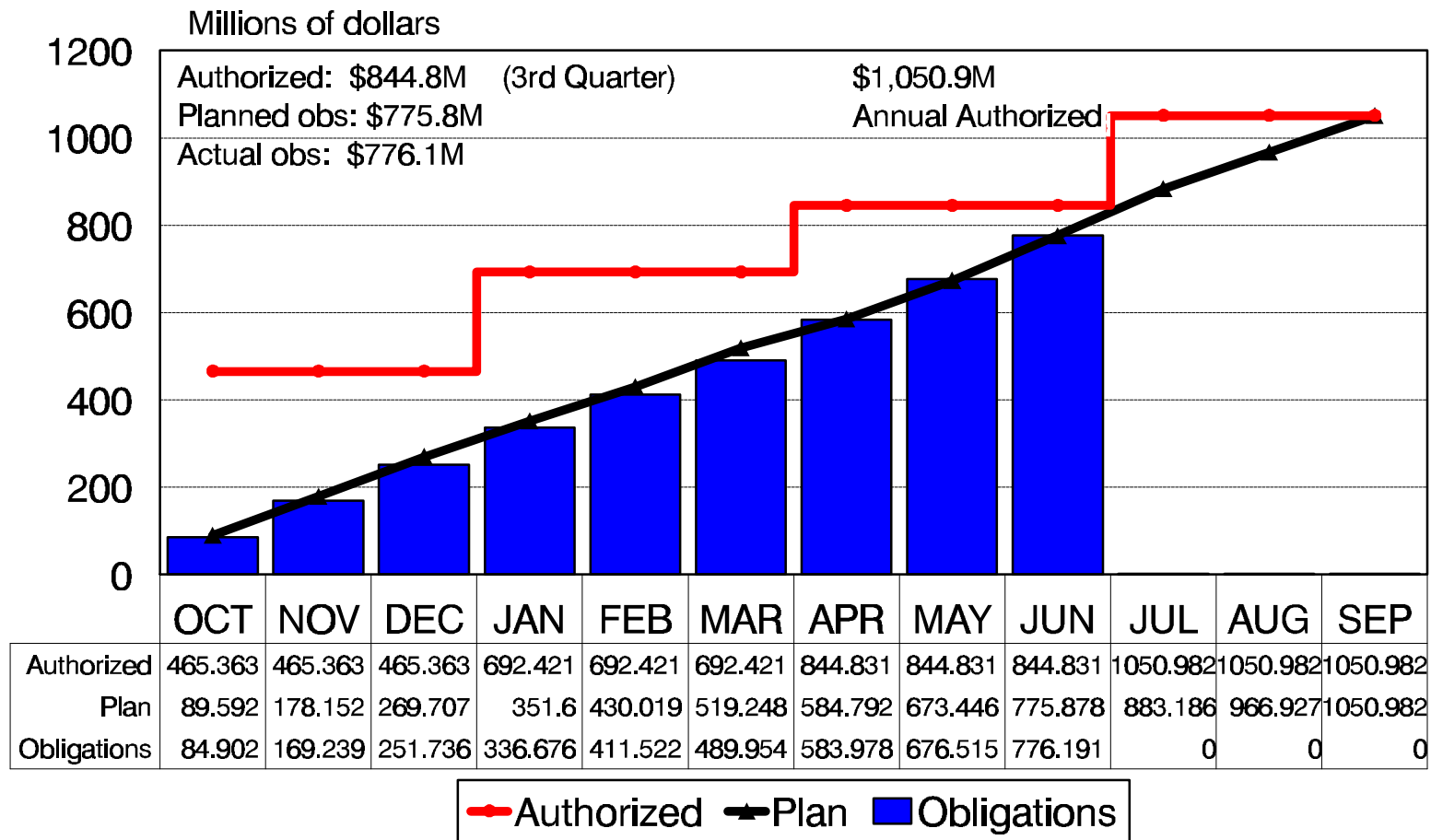
Recommended Ratings

DCMC Summary

Business Performance Metric	DCMC	East	West	Int'l
• Budget Execution				
• Total	Green	Green	Green	Red
• Direct	Yellow	Green	Yellow	Red
• Reimbursable	Green	Red	Green	Red
• Personnel				
• Full Time Equivalent (FTE) Execution	Red	Red	Green	Red

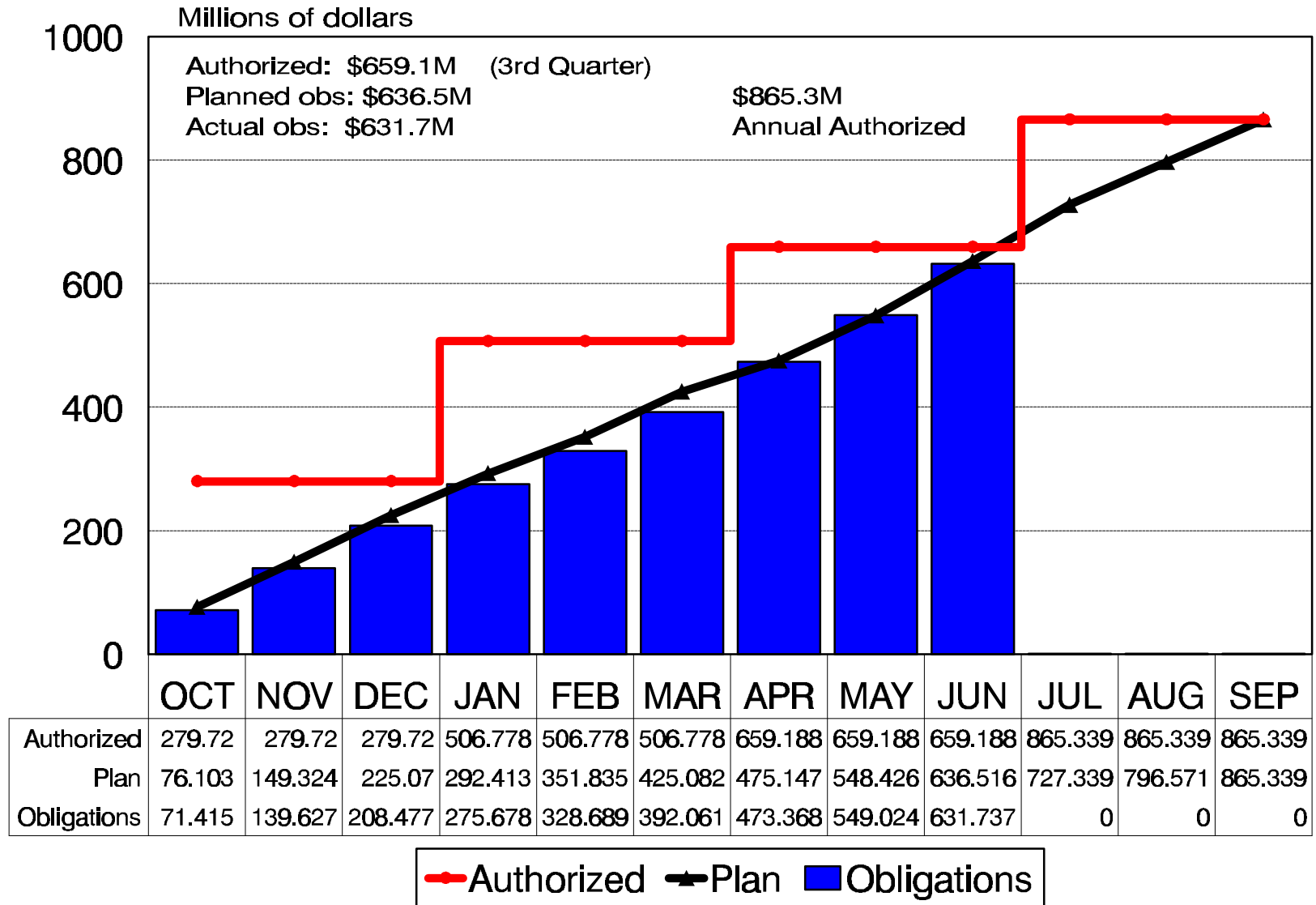
As of: June 30, 1997

DCMC FY 97 Total Execution



Obligations/plan: 100%

DCMC FY 97 Direct Execution



Obligations/plan: 99.2%



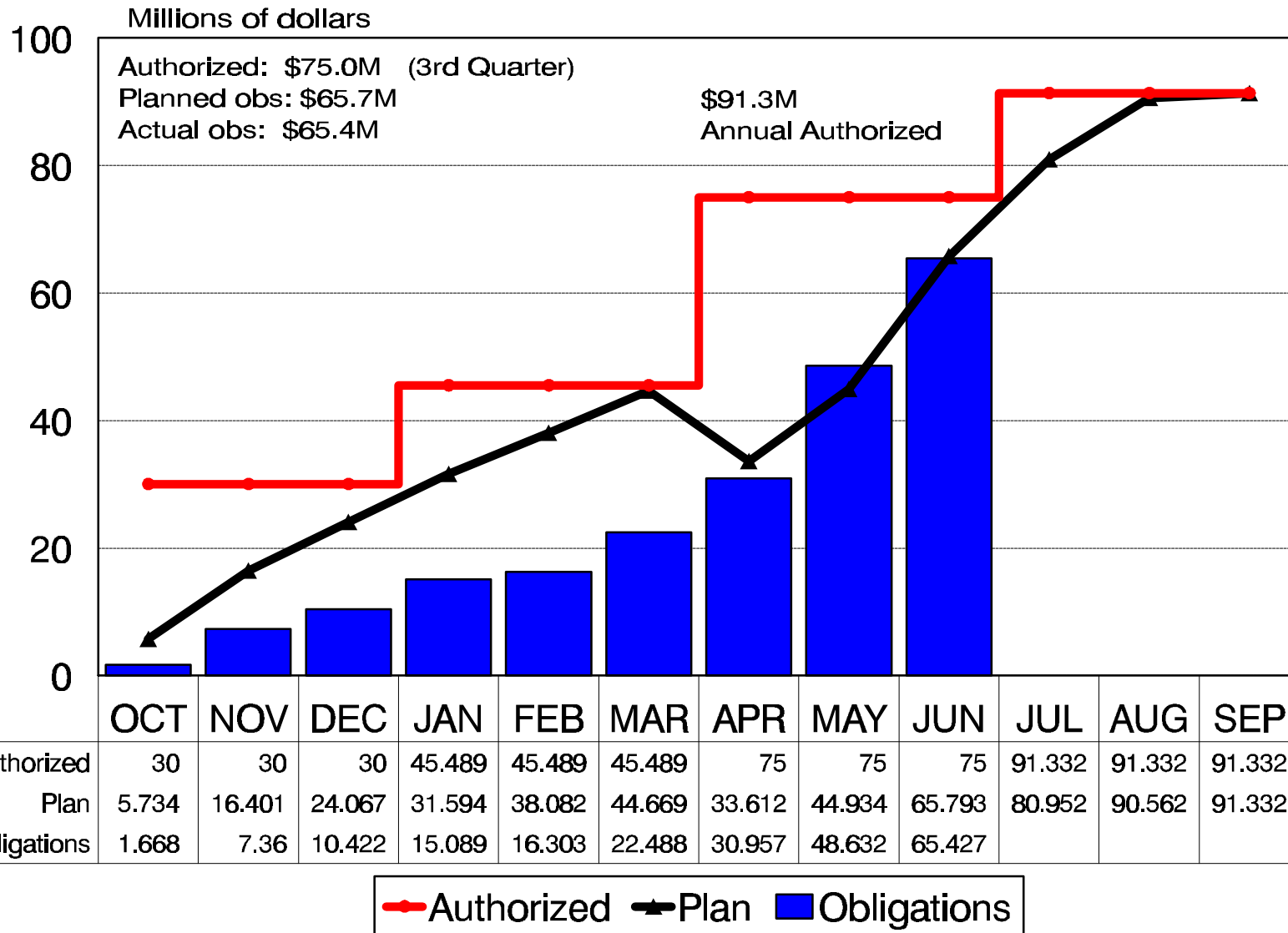
FY 97 Budget Execution

DCMC Direct (As of Jun 30)

Status: YELLOW (99.2%)

- Comments:
 - Underexecution occurring primarily in labor
 - Unfunded priorities revised based on Aug/Sep execution projections
 - High reimb earnings may free up additional authority
 - HQ payment adjusted until OMB approves the reprogramming action
- Corrective Action:
 - Revised AOBs issued in early Aug
 - Increase review of Aug/Sep execution
 - Surplus funding will be realigned to fund FY 98 IRM requirements

AQ FY 97 Execution



Obligations/plan: 99.4%



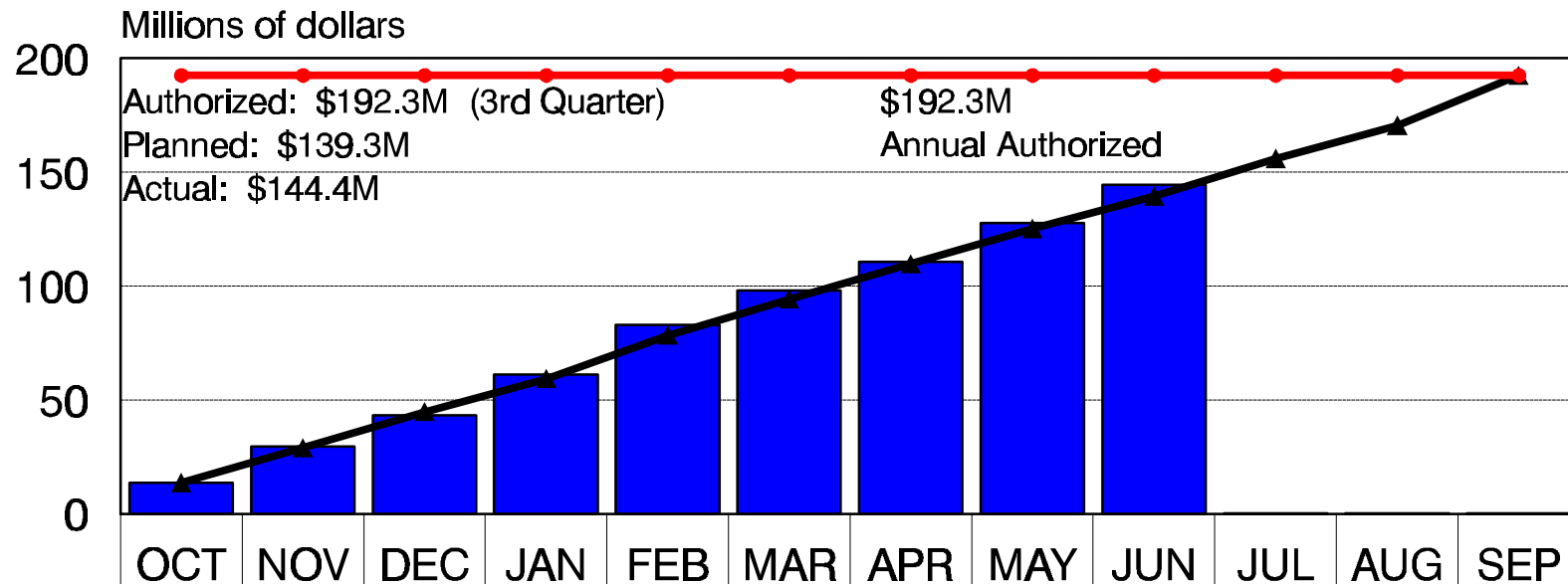
FY 97 Budget Execution

AQ Direct (As of Jun 30)

Status: YELLOW (99.4%)

- Comments:
 - Potential underexecution of labor and training
- Corrective Action:
 - Alternative training requirements are being examined
 - Surplus funding will be realigned to fund FY 98 IRM requirements

DCMC FY 97 Reimbursable Execution



—●— Authorized
 —▲— Plan
 ■ Earnings

Earnings/plan: 103.7%



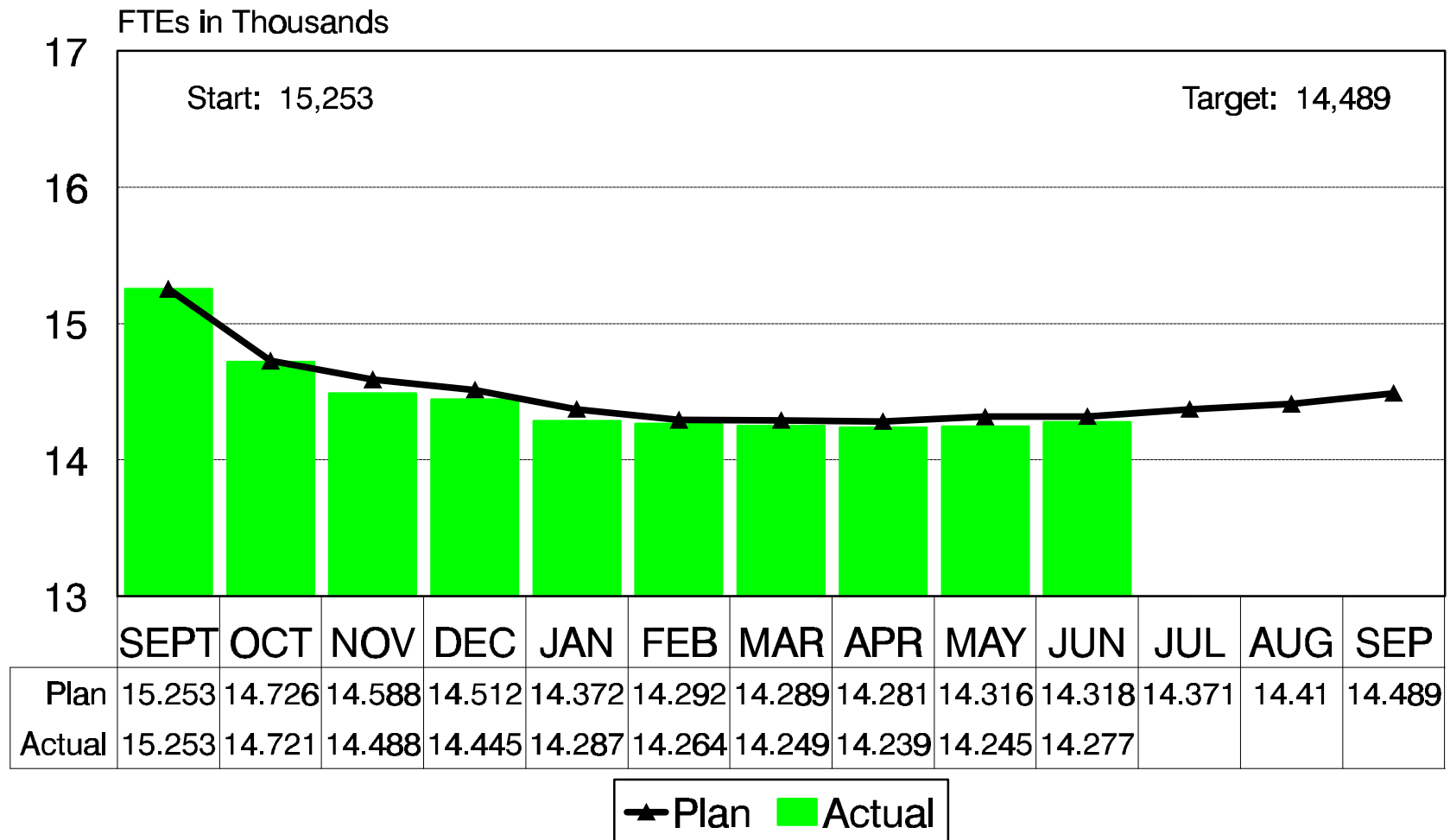
FY 97 Budget Execution

DCMC Reimbursables (As of Jun 30)

Status: YELLOW (103.7%)

- Comments:
 - DCMDE projects FY under execution of \$2.5m
 - DCMDW will over execute by \$2.5m (conservative est)
 - DCMDE earnings over monthly plan, no impact on direct
- Corrective Action:
 - Monthly analysis to address impact on direct

DCMC FY 97 FTE Execution



Actual/Plan: 99.7%



FY 97 FTE Execution

DCMC Summary (As of Jun 30)

Status: RED (99.7%)

- Comments:
 - VERA/VSIP losses in early FY 97 are forcing aggressive hiring plans
 - Current execution is approx -212 below annual allocation
 - East -71, West -32, Intl -32, AQ -8
 - Underexecution is improving slightly due to increases in summer hire and temporary employees
- Corrective Action:
 - Districts increasing review of plans/actuals during BPT/RUC/MMR meetings
 - FY 98 plans eliminated VSIP except IAW RIF plans



Mission Performance

Performance Metric	DCMC	East	West	Int'l
1. Right Item - Conforming Items (3.7.1.3)	NR	NR	NR	NR
• Design Defects (3.10.1 and 3.10.1.1)	Green	Yellow	Green	Green
• Packaging Discrepancies (3.4.1)	4Q97	NR	NR	NR
• Adopted Software Recommendations (3.10.1.6)	Green	Green	Green	Green
2. Right Time - On Time Contractor Delivery (3.7.1)	Green	NR	NR	NR
• Customer Priority List (CPL) Coverage (3.7.2)	NR	Yellow	Yellow	Green
• Engineering Change Cycle Time (3.10.2.2)	Green	Green	Green	Green
• Schedule Slippage's on Major Programs (3.12.2.1)	4Q97	NR	NR	NR
• Shipping Document Cycle Time (3.5.2)	4Q97	NR	NR	NR
3. Right Price - Cost Savings and Avoidances (1.4.1)	Red	NR	NR	NR
• ROA on Property from Plant Clearance (4.3.1)	Green	Green	Green	Green
• Negotiation Cycle Time (2.2.2)	4Q97	NR	NR	Green
• UCA Definitization (2.2.2.1)	Red	Red	Red	Yellow
• Forward Pricing Rate Agreement (FPRA) Coverage (2.2.1.1)	Green	Green	Green	Green
• Open Overhead Negotiations (4.4.1)	Red	Red	G/Y/R	Green
• Cost Overruns on Major Programs (3.12.1.4)	4Q97	NR	NR	NR
• \$ Value of Lost/Damaged/Destroyed Government Property (3.2.1)	Green	Green	Green	Green
4. Right Advice - Participation in ASPs and RFP Reviews (1.2.3)	Green	Green	Green	Green
• Repeat Requests for Early CAS (1.2.3.1)	Green	Green	Green	Green



Mission Performance (Con't)

Performance Metric	DCMC	East	West	Int'l
• % Contractors on Contractor Alert List (CAL) (2.1.1.2)	1098	NR	NR	NR
• Single Process Implementation (1.2.4)	Green	Green	Green	Green
• Preaward Survey Timeliness (2.1.2)	Green	Green	Green	Green
• Amount of DoD Property (3.2.1.1)	Green	NR	NR	NR
• Excess Property (3.2.1.2)	Green	Green	Green	Green
• Delay Forecast Coverage (3.7.1.1)	Nov 97	NR	NR	NR
• Delay Forecast Timeliness (3.7.2.1)	Nov 97	NR	NR	NR
• Delay Forecast Accuracy (3.7.1.2)	Nov 97	NR	NR	NR
5. Right Reception - Customer Satisfaction (3.11.1.1)	Green	Green	Green	Green
• Service Standards (1.3.1)	Green	NR	Green	NR
• Trailer Cards (3.11.1.2)	Green	Green	Green	Green
6. Right Efficiency - New efficiency metric under development	4097	NR	NR	NR
• Contract Closeout (4.2.2.2)	Green	Green	Green	Green
• Canceling Funds (TBD) (Unreconciled Contracts)	Red	Red	Red	Green
• Termination Actions (4.1.2)	Red	Red	Red	Yellow
7. Right Talent - Training Hours (1.8.1)	Green	Green	Green	Green
• DAWIA Certification (1.8.1.2)	Green	Green	Green	Green
• Course Completion (1.8.1.1)	Green	Green	Green	Green
• Training Quota Usage (1.8.1.3)	Green	Green	Green	Green



Right Price Return On Investment of 10 Percent over FY 96 Baseline

**FY 97 ROI RATIO GOAL 4.85
FY 1996**

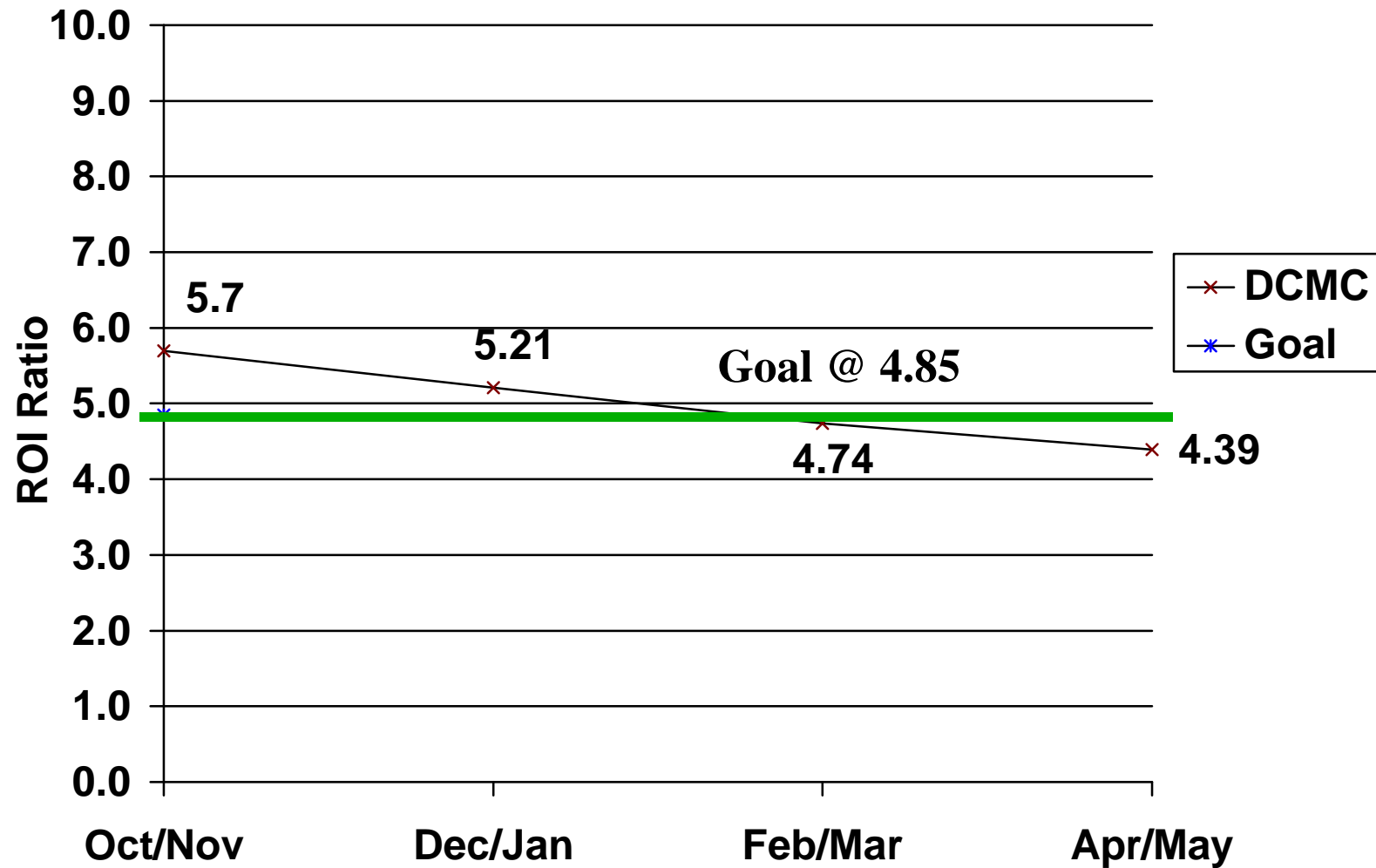
ROI	\$ 4,741,920,179
TOTAL OPERATING COSTS	1,074,701,000
ROI RATIO	4.41

OCT 1996 - MAY 1997

ROI	\$ 3,025,738,121
TOTAL OPERATING COSTS	689,741,333
ROI RATIO	4.39



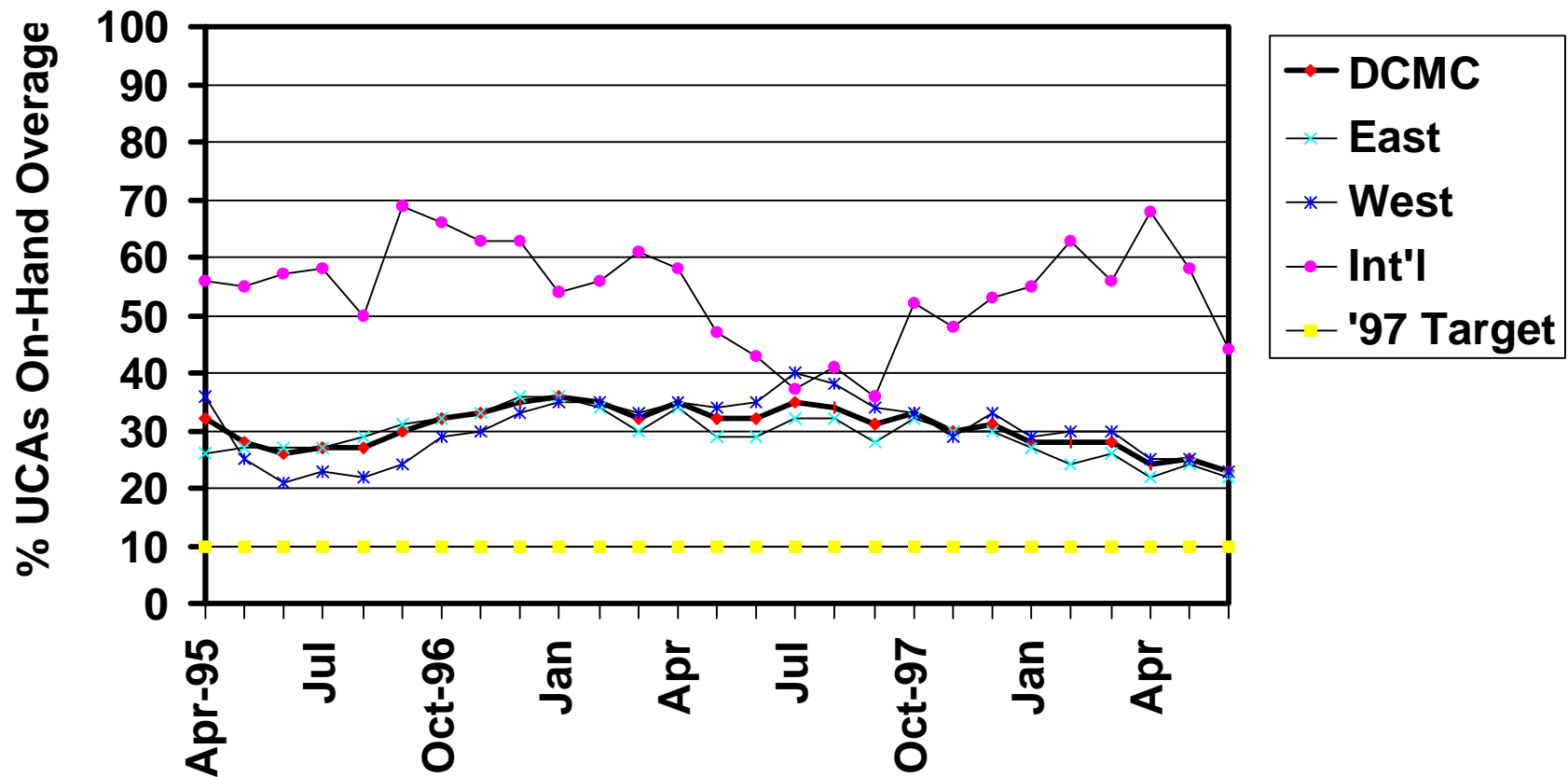
Right Price - Cost savings & Avoidances (ROI Ratio) Cumulative S+ A)/Operating Costs





Right Price

Overage UCAs On-Hand
UCAs On-Hand > 180 Days/# UCAs On-Hand





Right Price

Overage UCAs On-Hand

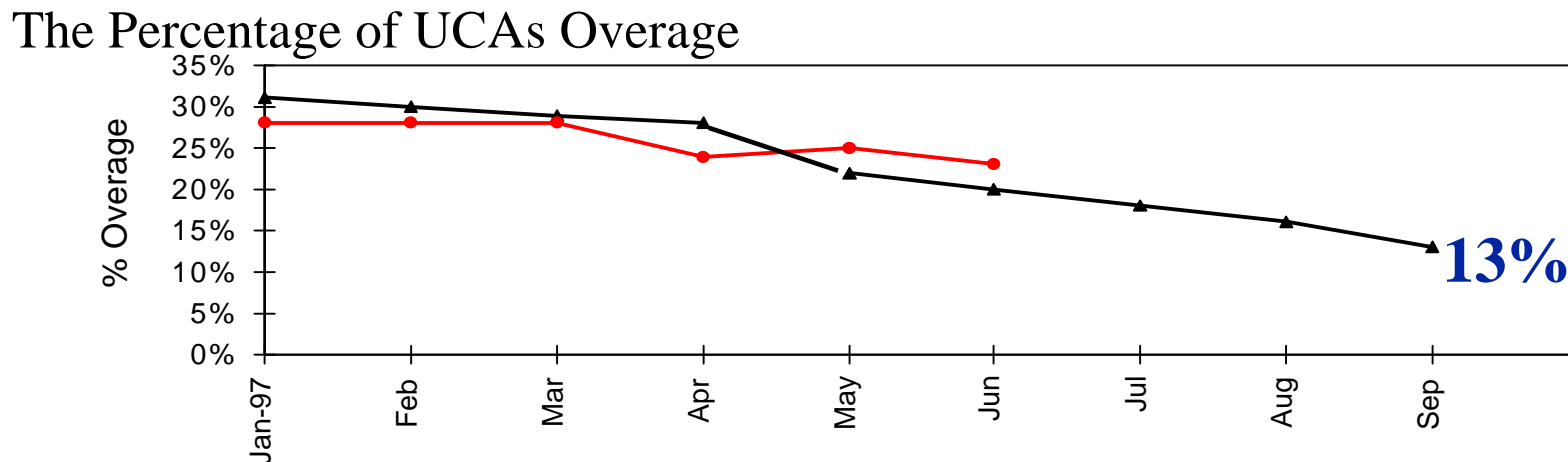
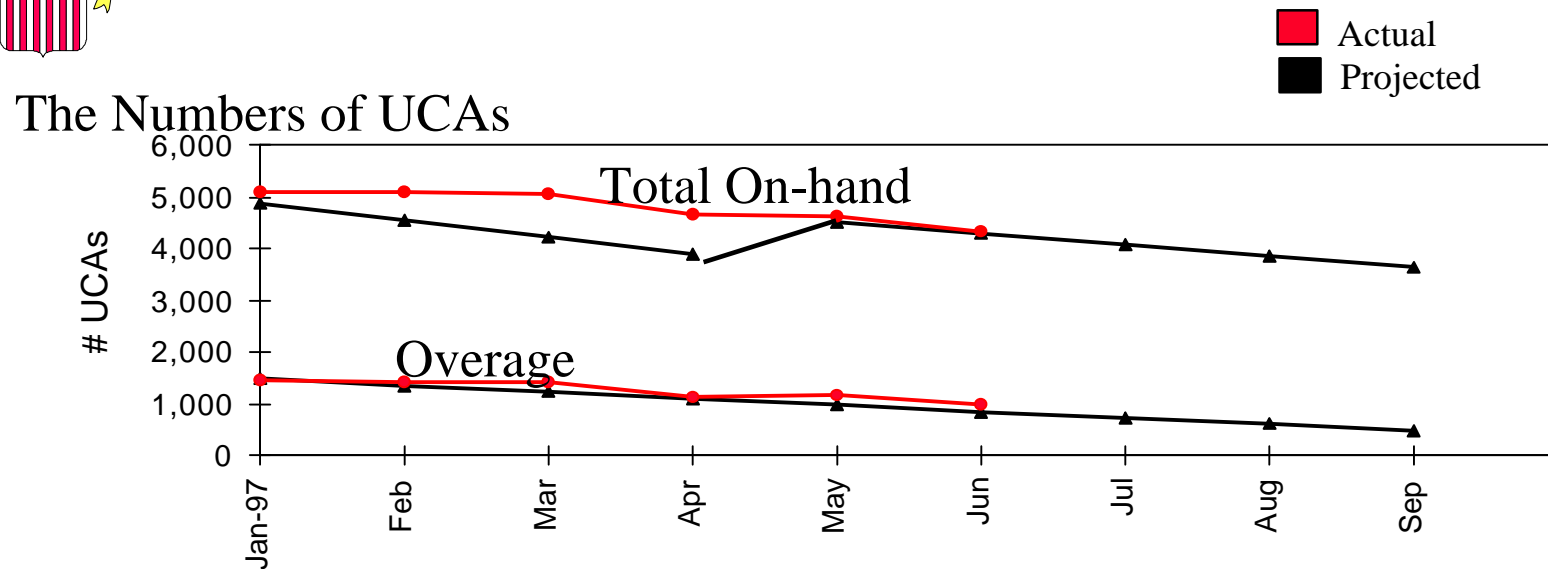
Status: Red

For June,

- Percentage of overage UCAs on-hand decreased 2% to 23% to set a new low
- Number of overage UCAs on-hand cut by 14% to 996 (also a new low)
- Still expect to get close to goal



UCA Projections Through FY 97



Overage UCA projections based on 3 Month Double Moving Average using Jan 96-Dec 96 data. Total UCA projections based on 2 Month Double Moving Average using Jan 96-Apr 97 data. Rate projections are quotient of “Overage” and “Total” projections.



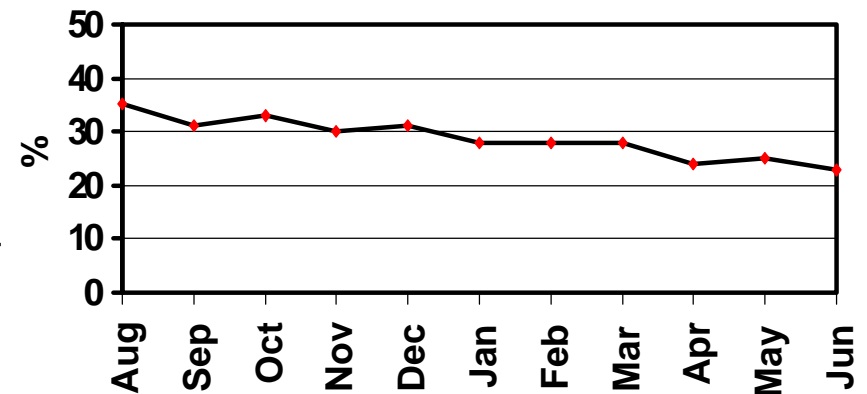
Right Price

Overage UCAs On-Hand

Follow-on Action

	Sep 96	Jul 97	Reduction
# Overage UCAs	2 2 2 8	9 9 6	5 5 %
# UCAs	6 3 4 3	4 3 4 2	3 2 %
% UCAs Overage	3 5 %	2 3 %	3 4 %

- *HQ continue to publicize*
- *DCMDs continue working with CAOs*
- *CAOs keep up the good work.*





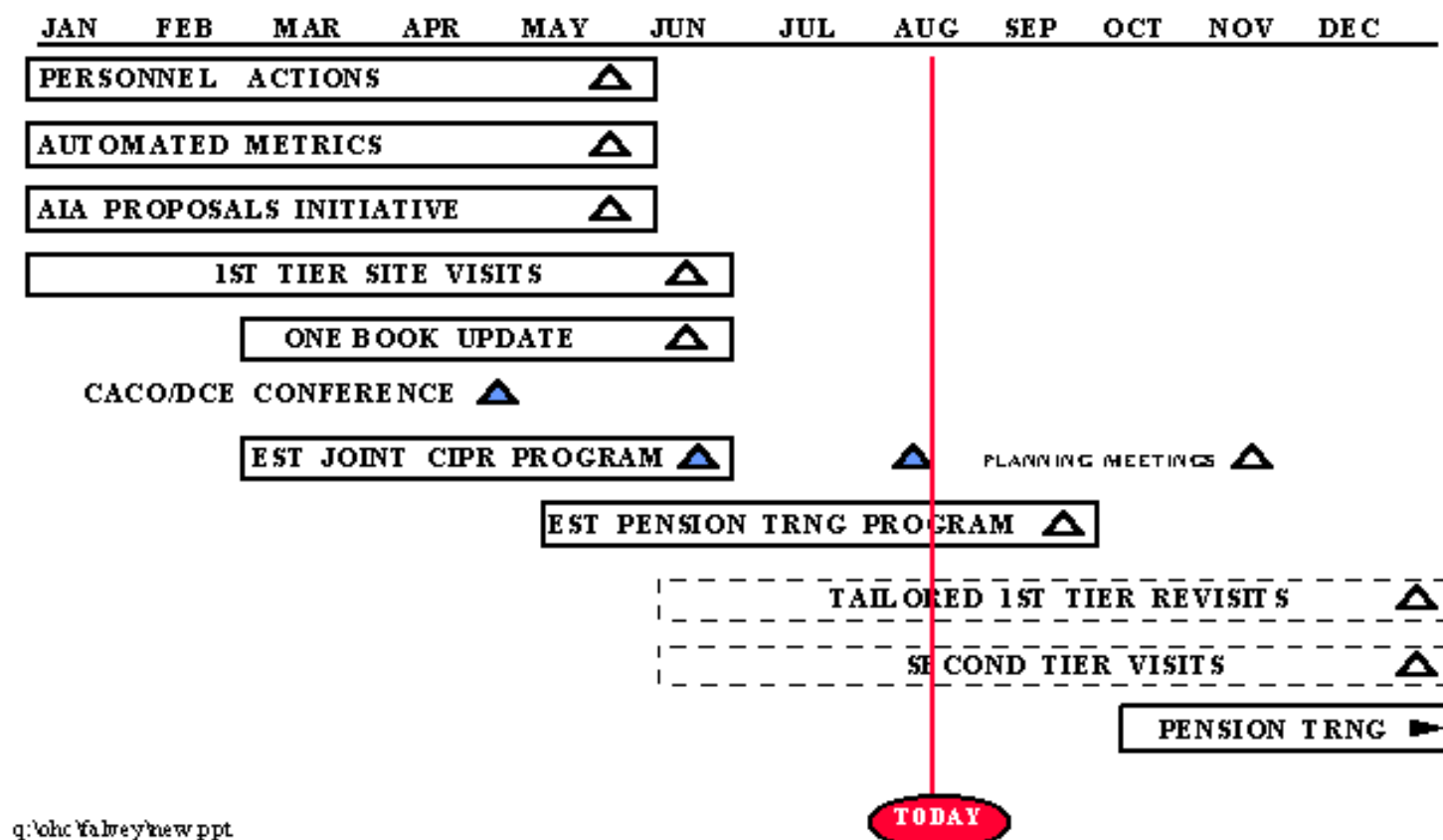
Right Price

Overage UCAs On-Hand

What's Working

- DCMC Boston
 - Formula approach for pricing changes on Clothing & Textile contracts
 - Excel spreadsheet program other offices can use
- DCMC Orlando
 - #1 driver was non-receipt of repairables
 - Set up meeting with NAVICP & Contractor
 - Agreed on process to reduce backlog (45 day cut-off for receipt of assets)
 - Dialogue may lead to other process improvements in future

DCMD-I - WHERE WE'VE BEEN - WHERE WE'RE GOING

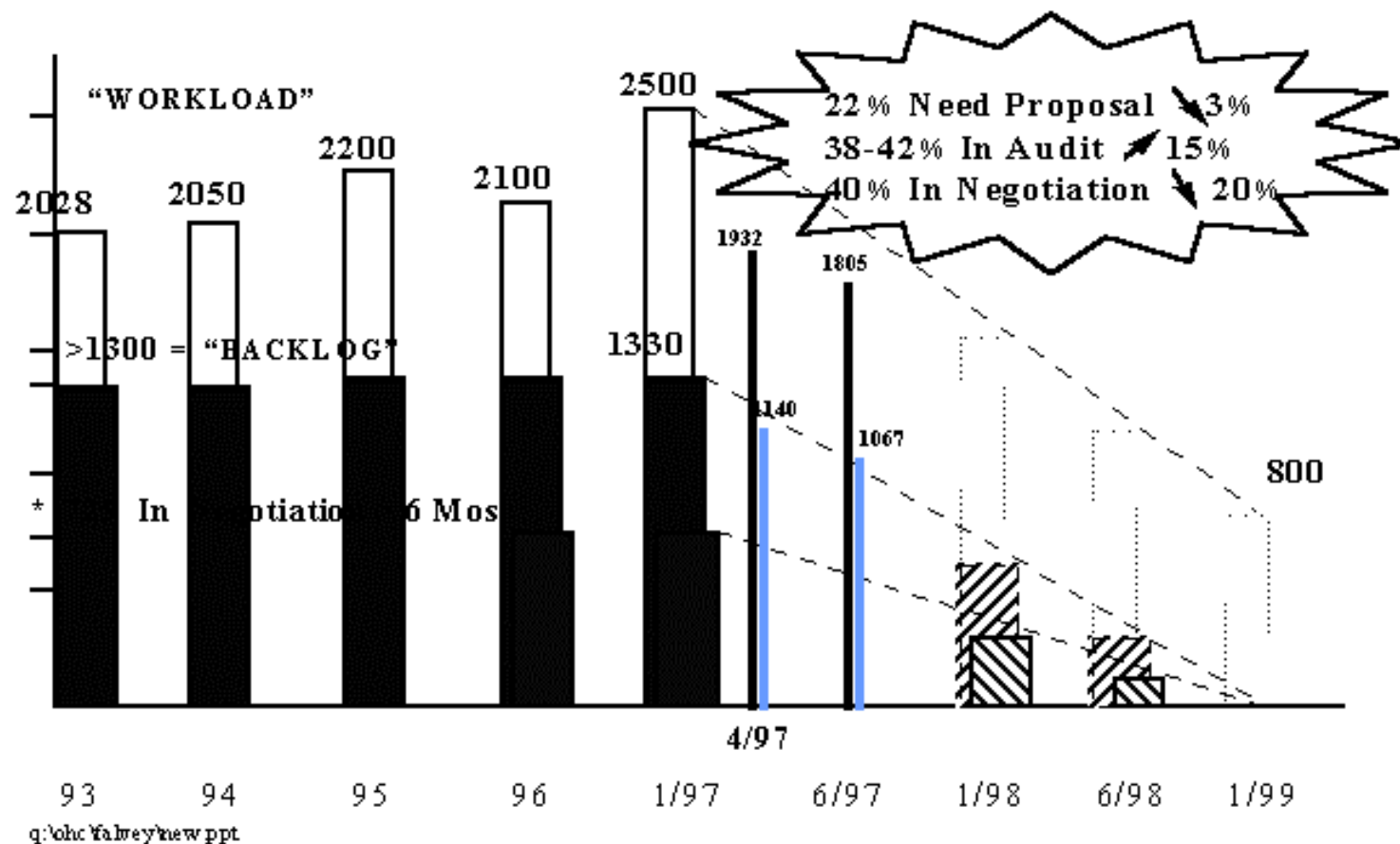


q:\ohc\valrey\new ppt

Print Screen

Return

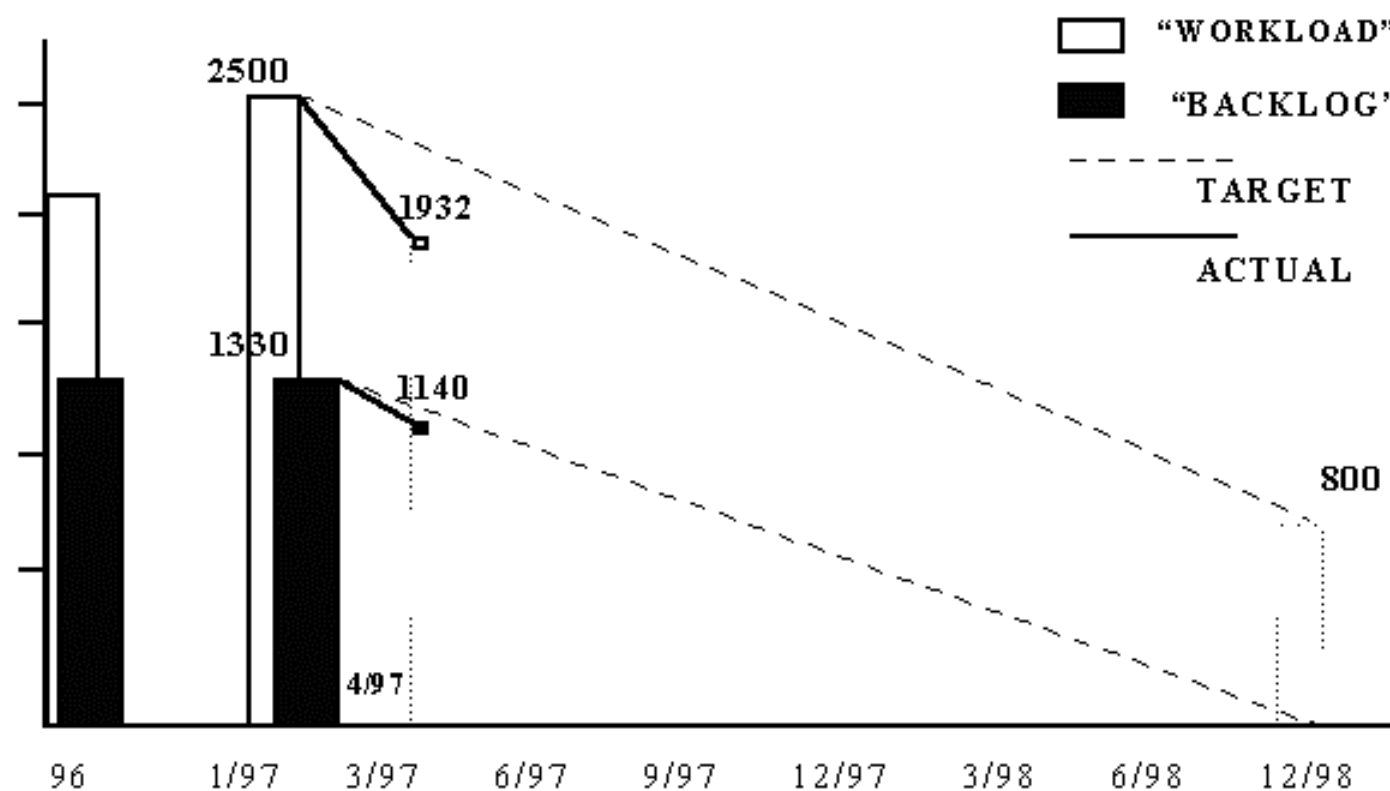
OVERHEAD - HISTORY & GOAL



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OVERHEAD TARGET





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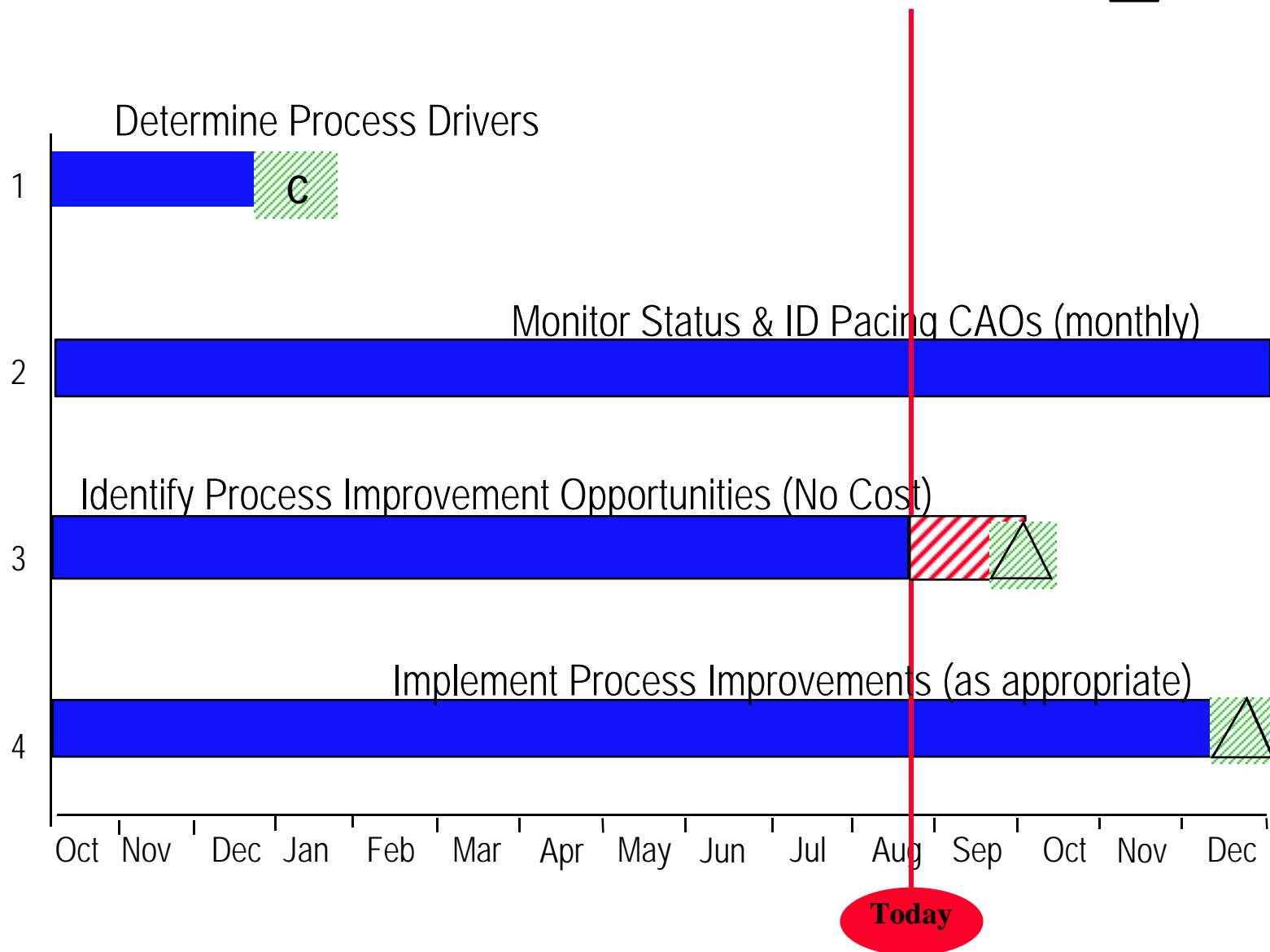
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Contract Closeout

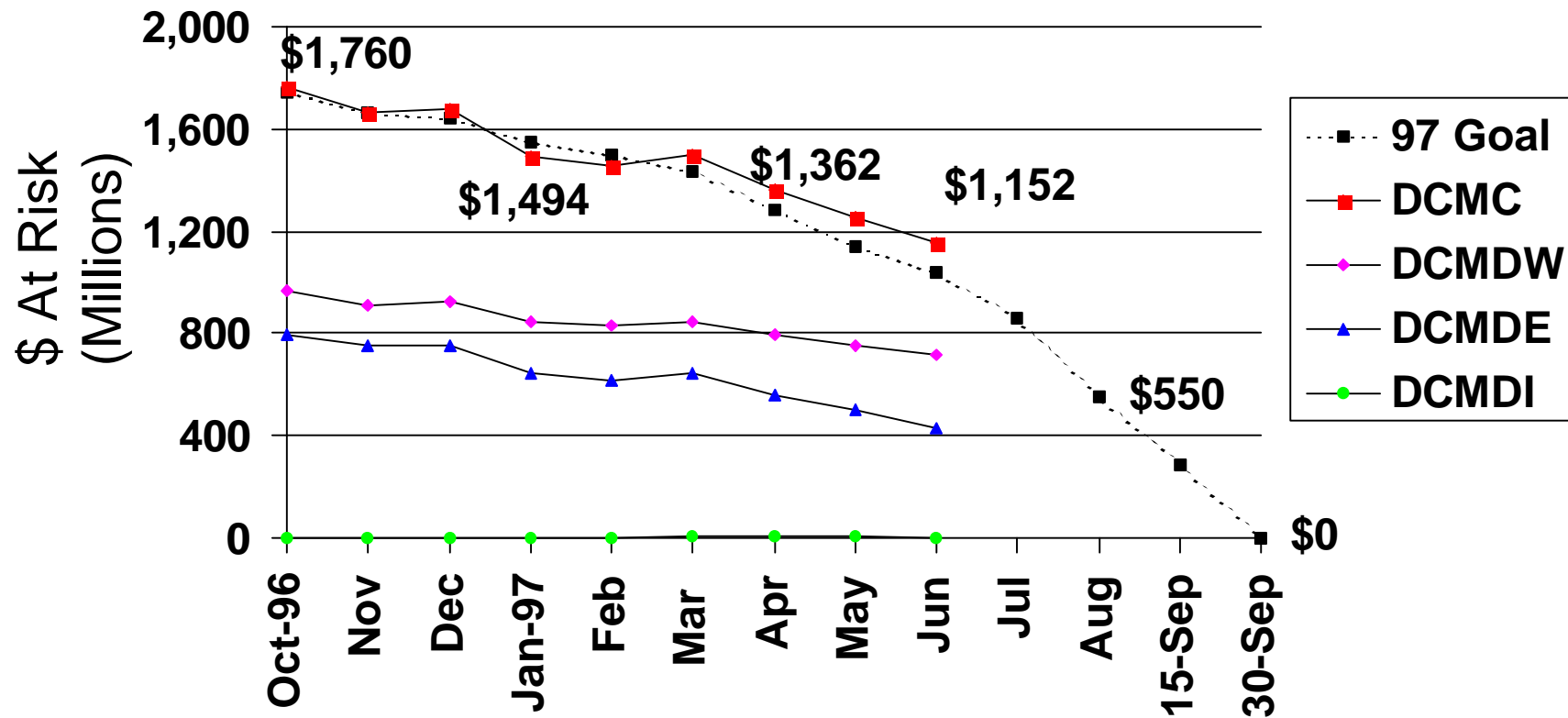
Contracts Overage/Contracts Awaiting Closeout

- C** = Complete
-  = Interim Event
-  = Slippage



Contracts With FY 97 Canceling Funds - Total (Sections 1 - 4)

STATUS: RED



Contract Closeout

Contracts with Canceling Funds

- Downward Trend Continues Overall
 - At 10% of Month's Goal
 - Increase in DFAS Adjustment Dollars, Other Areas
Decrease in Dollars Canceling
- Draft Guidebook to be Published in October
- Impromptu Canceling Funds Report Not Possible
Until Implementation of SDW

Contract Closeout

Contracts with Canceling Funds

(cont.)

- No Known Centralized Management or Written Guidance of Canceling Funds at Service Level
 - Tracking is at Various Levels
 - After FY 98 Start Will Share Lessons Learned With Customers and Request Input on Actions for DCMC
- Continuing to Pursue Better Understanding of Canceling Funds to Identify Process Improvements

UNRECONCILABLE CONTRACTS

- DFAS identified 57 contracts
- 7 Still Open (Down From 15 Last Month)
- Expect All But 1 of 57 to be Reconciled by Sept. '97 (1 Month Slip)
- Litigation Will Keep Last Contract Open Until Dec. 31, 1997 (At Least)
- DCMC Will Be Working With DFAS HQ On Improved Reconciliation Process

UNRECONCILABLE CONTRACTS

SPECIAL TOPIC

FY97 Goal: Close By APR 97

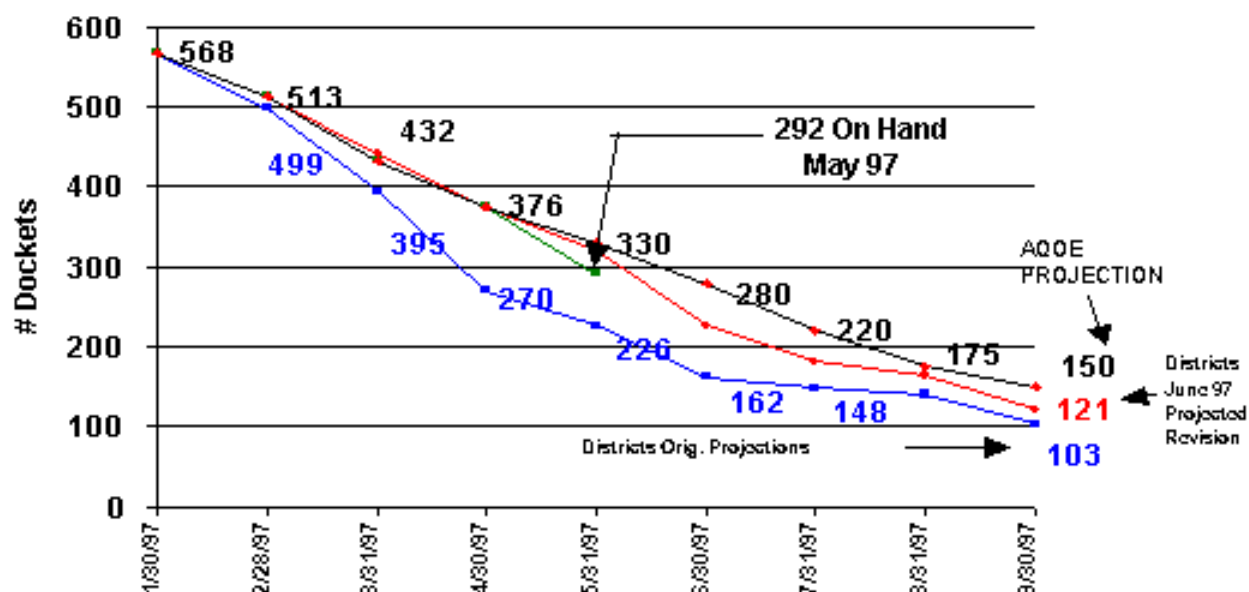
<u>CAO</u>	<u># Contracts</u>	<u>Closed*</u>	<u>Transferred **</u>	<u>Given Back</u>	<u>Balance</u>
DCMC	57	36	1	13	7
DCMDE	26	13	1	8	4
DCMDW	31	23		5	3
DCMDI	N/A-----				

* 5 contracts were in active status and should not have been on list
(4 DCMDE, 2 DCMDW)

** DCMDE: 1 transferred to correct payment office (MICOM)





Right Efficiency Termination Actions DCMC Overage Burndown Plan

[Print Screen](#)[Return](#)



Right Efficiency DCMC Termination Actions Termination for Convenience Cycle Time

STATUS:  GREEN FY97 Goal: Cycle Time < 730 Days

 RED FY97 Goal: Zero Dockets with
Termination Date prior to 1/1/95

- Cycle Time (Dockets with a Termination Date after 1/1/95: GREEN)
 - Goal < 730 Days; Current Cycle Time Average 500 days
- Close Dockets Effective Later Than 1-1-95 by Oct 97 - (RED)
 - Trends indicate 150 Dockets may remain in Oct 1997 due to litigation & misc. issues.
 - Termination's are receiving positive support from DLA Counsel who has placed emphasis on Alternate Disputes Resolution.

Business Plan Reference: Task 1.3.1.2

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Right Efficiency Termination Actions

Termination for Convenience Overage Dockets

STATUS: RED

FY 97 Goal: Zero Dockets with
Termination Date prior to 1/1/95

- Bottom Line
 - There has been a decrease in Overage Dockets by 48% (568 to 292) from Jan 97 to May 97
 - As we get closer to FY98, more complex issues may surface. Contractors intentions to litigate will determine success in closing old dogs.
 - **Average Cycle time for Dockets < 2 yr old = 500 days**
 - **TCO'S SHOULD BE COMMENDED FOR TREMENDOUS RESULTS, AND THE TOUGH DECISIONS THEY ARE MAKING.**

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Performance Improvement

1997 Business Plan - Performance Goals	DCMC	East	West	Int'l
• (1.1.1) Continually improve process to help customers craft better contracts and make better contractor selections (EARLY CAS)	Green	Green	NR	Green
• (1.2.1) Increase the percentage of items (source inspected) conforming to product specifications	Green	Yellow	NR	Green
• (1.2.2) Improve by 5% over the FY 96 baseline, the number of contract line items delivered to the original delivery schedule	NR	NR	NR	NR
• (1.2.3) Increase overall DCMC ROI by 10% over the FY 96 baseline	Red	Green	NR	Green
• (1.3.1) Continually improve all facets of the contract close-out process such that not more than 20 percent of physically completed contracts are overage for closeout	Green	Red	NR	Green
• (2.1.1) Incrementally expand JLC Acquisition Pollution Prevention Initiative to additional contractor sites	Green	Green	NR	NA
• (2.1.2) Establish, maintain, and improve dynamic surveillance process that senses and satisfies customer needs (DELIVERY DELINQUENCIES)	Green	Yellow	NR	NA
• (2.1.3) Continue to identify/define and implement actions necessary to ensure that DCMC is positioned to remain a key player in the DoD acquisition process in the 21st century	Green	NA	Green	NA
• (2.1.4) Improve the effectiveness and efficiency of all our communication efforts (INTRA-DCMC COMMUNICATIONS)	Green	Green	NA	Green
• (2.1.5) Continually improve/enhance organization & processes that deliver quality products/services (INTERNAL PROCESS STANDARDIZATION)	Red	Green	NA	Green



Performance Improvement (Con't)

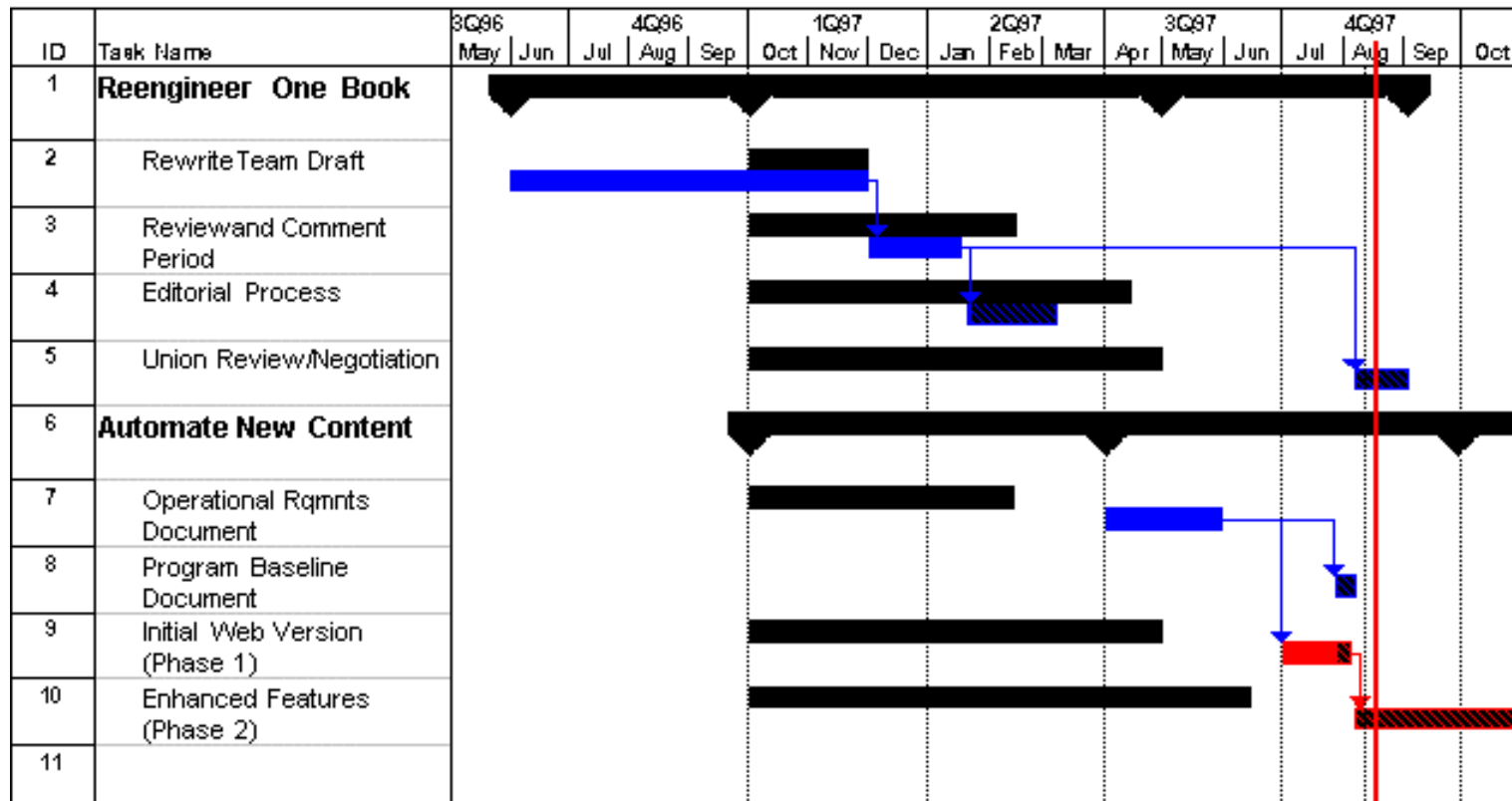
1997 Business Plan - Performance Goals	DCMC	East	West	Int'l
• (2.1.6) Support info technology initiatives by deploying 90% of projects selected in the IRM plan on schedule (INFORMATION TECHNOLOGY INITIATIVES)	Rated by Task	Green	NR	NR
• (2.1.7) Develop/deploy small quantity of outcome-oriented performance measures which best portray performance of core processes (METRICS)	Green	Green	NR	Green
• (2.1.8) Package DCMC-wide data for the customer in a comprehensive, timely, and user-friendly manner (PACKAGING DCMC DATA)	Green	Green	NR	Green
• (2.2.1) Use the results of Performance Based Assessment to better structure and utilize the workforce	Green	Green	NR	Green
• (2.3.1) Improve mission and support processes by conducting Management Control Reviews (MCRs) and annual USAs; incorporate areas for improvement into planning process	Green	Green	Green	Green
• (2.3.2) Assess organizational performance through the accomplishment of 30 IOAs during FY 97	Green	Green	Green	NA
• (2.3.3) Benchmark the Distributed Computing Process	Green	Green	NA	NA
• (2.3.4) Explore the use of Alternate Oversight approaches and other methods to enhance operational efficiency at various CAO locations	Green	Green	Green	NA
• (2.3.5) Refine assessment processes (REFINE ASSESSMENT PROCESSES)	Green	NA	NA	NA
• (3.1.1) Reduce facilities costs - bring footage ² of office space into compliance w/ DLA standard - move offices from leased space into DoD space	Green	Green	Red	NR
• (3.1.2) Reduce number of high grade positions (14/15/SES) by 4% DCMC-wide	Green	Green	Green	Green



Performance Improvement (Con't)

1997 Business Plan - Performance Goals	DCMC	East	West	Int'l
• (3.1.3) Increase civilian supervisory ratio to 13:1	Green	Red	Green	Green
• (3.1.4) Implement Unit Cost Management (UNIT COST MANAGEMENT)	Red	Yellow	Green	Yellow
• (3.2.1) Develop and implement an integrated management system	Green	Green	NR	Green
• (3.3.1) Improve elements of the work environment that enhance employees' well being, satisfaction, and productivity	Green	Green	Green	Green
• (4.1.1) Maintain overall customer satisfaction level greater than 4.0 (1-6 scale) across ACAT PMs/PCOs and Commodity Managers/PCOs	Green	Green	Green	Green
• (4.1.2) Field activities continue to solicit customer satisfaction information via Trailer Cards	Green	Green	Green	Green
• (4.2.1) Implement risk management in the reimbursable budget process and improve forecasting, reporting, and billing procedures and processes	Green	Green	Green	Green
• (5.1.1) Establish, maintain, and improve a strategic workforce development system that addresses current and future skills needed to satisfy customer requirements (WORKFORCE SKILLS)	Green	Green	Green	Green
• (5.2.1) Improve labor management relations within DCMC	Yellow	Green	Green	Green

Project Task Schedule



Today

Print Screen

Return

Internal Process Standardization

Status: **Red**

- Rating basis - Will not complete:
 - Reengineering by 31 Jul
 - Full automation functionality by 30 Sep
- Win1Book on Home Page (5 Aug)
- Integrate “negotiated” new chapters as available (Union proposal was due 7 Aug)
- Working operational definition of and schedule for automation tasks

Print Screen

Return



Performance Goal Initiatives

- | | | |
|------------|---|----------|
| • 2.1.6.1 | Deployment video teleconference to field commanders | N/A |
| • 2.1.6.2 | Deployment of imaging capability to DCMDE | Yellow |
| • 2.1.6.3 | Increase access to Internet/World Wide Web | Complete |
| • 2.1.6.4 | Update IRM Plan | Complete |
| • 2.1.6.5 | Complete deployment of TAMS | Red |
| • 2.1.6.6 | Complete Deployment of PASS | Yellow |
| • 2.1.6.7 | Development/Deployment of ALERTS | Yellow |
| • 2.1.6.8 | Deployment of DADS | Complete |
| • 2.1.6.9 | Deployment of PCARSS | Red |
| • 2.1.6.10 | Support Decision Support Information System | Green |
| • 2.1.6.11 | Support SPS Dem/Val | Complete |
| • 2.1.6.12 | Deployment of EDI DD 250 | Red |




Performance Goal Initiatives

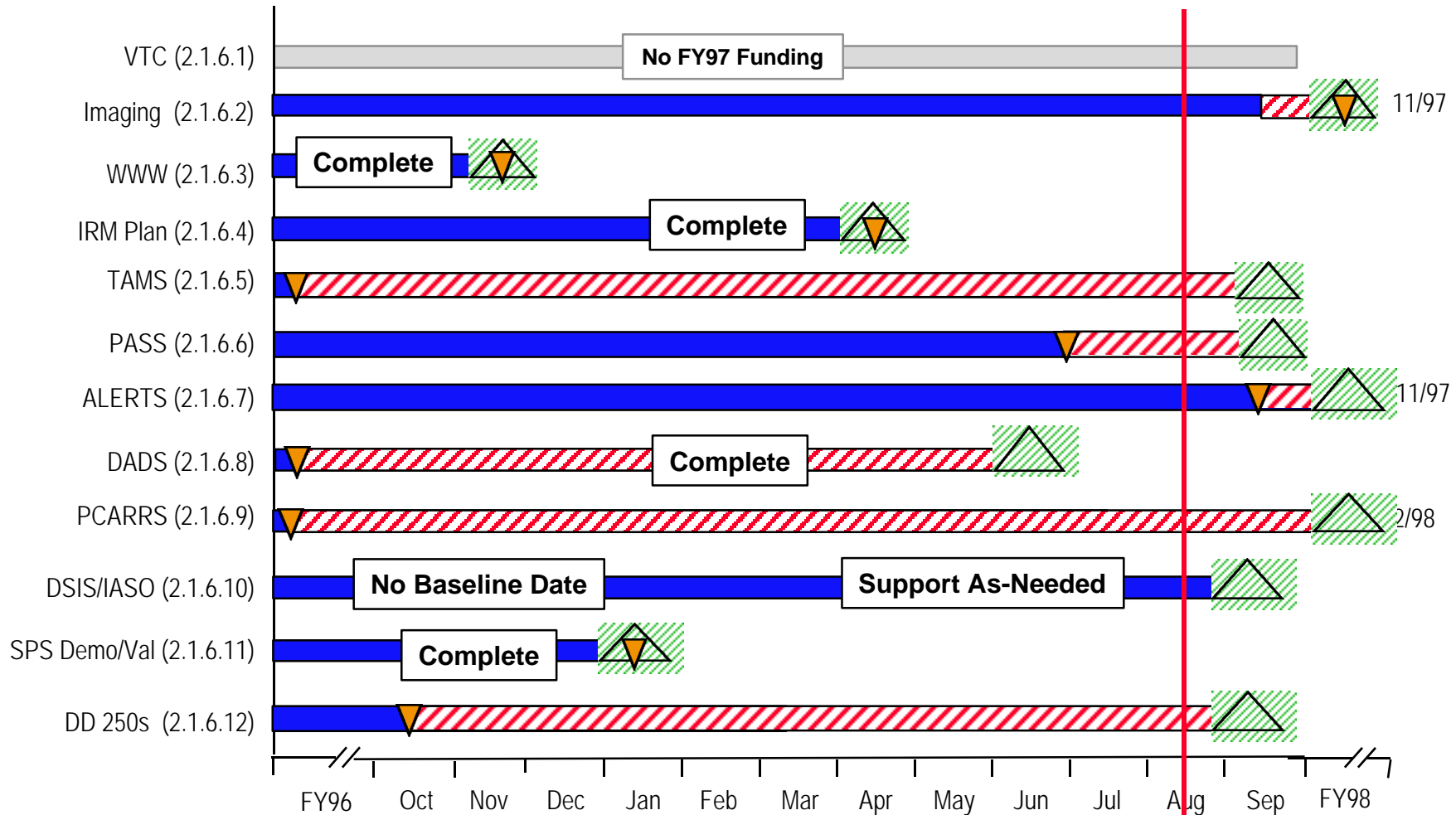
- | | | |
|------------|--|------------|
| • 2.1.6.13 | Complete Phase 1 Deployment of ACO Mods | Red |
| • 2.1.6.14 | Complete ET of SPS/MOCAS GUI | Red |
| • 2.1.6.15 | Complete Increment 1-3 of Automated Metrics System | Yellow |
| • 2.1.6.16 | Complete Deployment of Closed Contract Database | Red |
| • 2.1.6.17 | Complete Deployment of Customs Redesign | Terminated |
| • 2.1.6.18 | Complete System Deployment of DCARRS/PLAS | Red |
| • 2.1.6.19 | Complete Prototype 2 & 3 FT of Price Work Bench | Terminated |
| • 2.1.6.20 | ID Method and Implement Process for AIS Training | Green |
| • 2.1.6.21 | Complete Deployment of CPRS | Terminated |
| • 2.1.6.22 | Complete Deployment of EDA | Yellow |
| • 2.1.6.23 | Complete ET/IOTC of OASYS | Green |

IT Initiatives

 = Target Completion Date

 = Slippage


 = Baseline Date



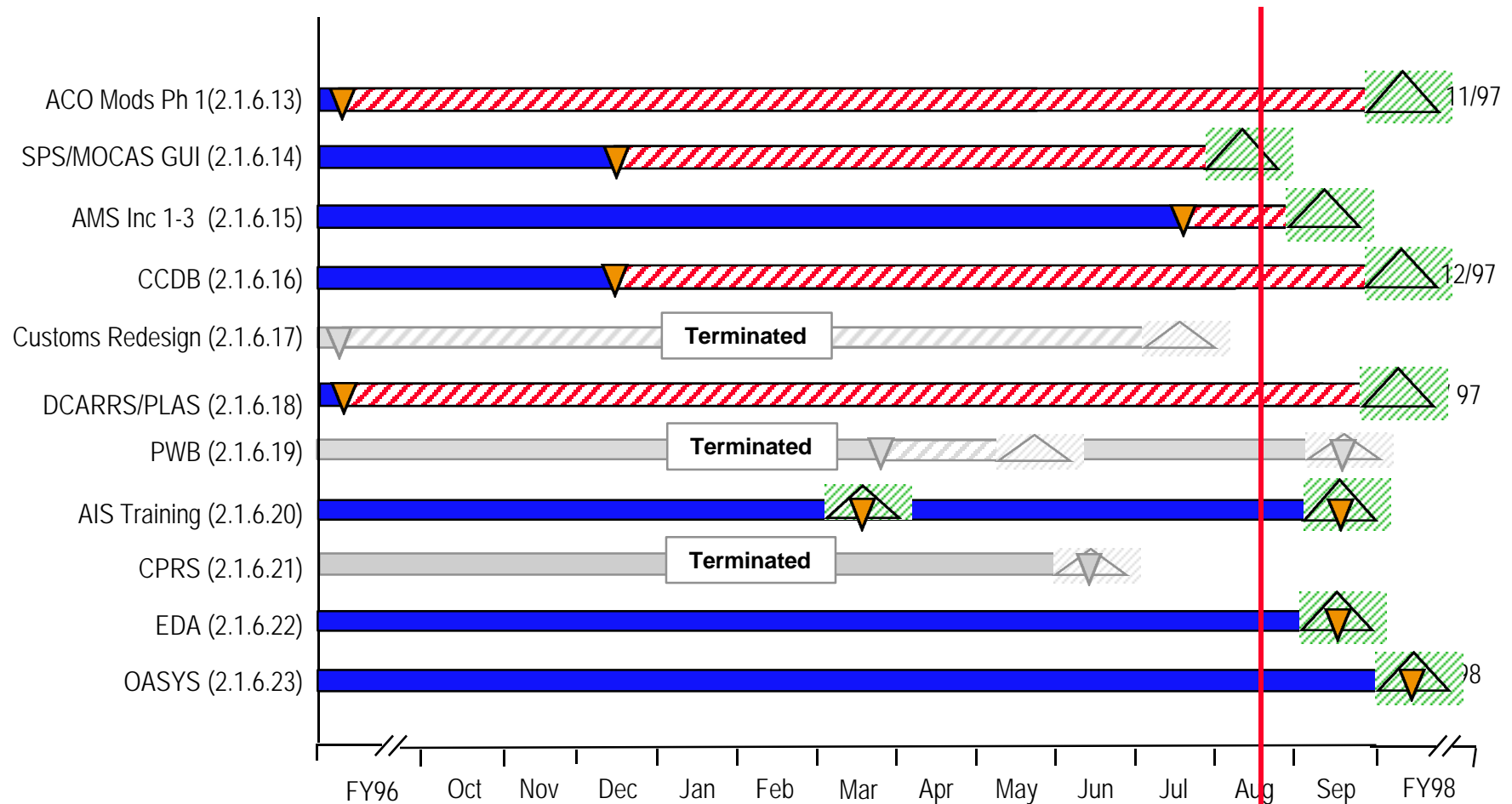
Today

IT Initiatives

 = Target Completion Date

 = Slippage

 = Baseline Date



Today

PERFORMANCE GOAL 3.1.2 - HIGH GRADES

DCMC HIGH GRADES				
	<u>14</u>	<u>15</u>	<u>SES</u>	<u>TOTAL</u>
HQ DLA	53	21	4	78
DCMDE	184	25	0	209
DCMDW	134	23	0	157
DCMDI	38	8	0	46
OTHER	<u>21</u>	<u>5</u>	<u>0</u>	<u>26</u>
TOTAL	430	82	4	516

As of: Jun 97

GOAL

FY97 - 520

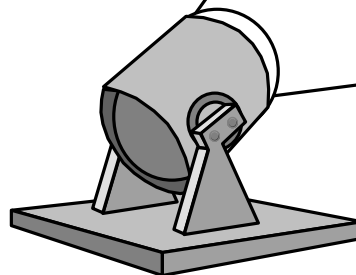
FY98 - 502

FUTURE REQ'TS

SFAs - 10

Customer Liaisons 9/10?

Source: HQ Data Base (DCMCPEOP.MDC File)



PERFORMANCE GOAL 3.1.2 - HIGH GRADES

Status: Green

- DoD reallocation of high grades are on the horizon and will impact/ reduce DLA/DCMC targets.**
- DCMC Headquarters establishes a high grade control program for the command to meet new target.**
- Headquarters and Districts review their high grades in order to manage future “new” requirements (i.e., SFA and Customer Liaisons positions).**

PERFORMANCE GOAL 3.1.3 - SUPERVISORY RATIO

EMPLOYEES TO SUPERVISOR RATIO			
	<u># Empl</u>	<u># Supv</u>	<u>Ratio</u>
HQ DLA	131	17	7.71
DCMDE	7,014	576	12.18
DCMDW	5,496	371	14.81
DCMDI	<u>484</u>	<u>43</u>	11.26
TOTAL	13,125	1,007	13.03
As of: Jun 97			

GOAL

FY97 - 13:1
FY98 - 14:1
FY99 - 16:1

OPPORTUNITIES

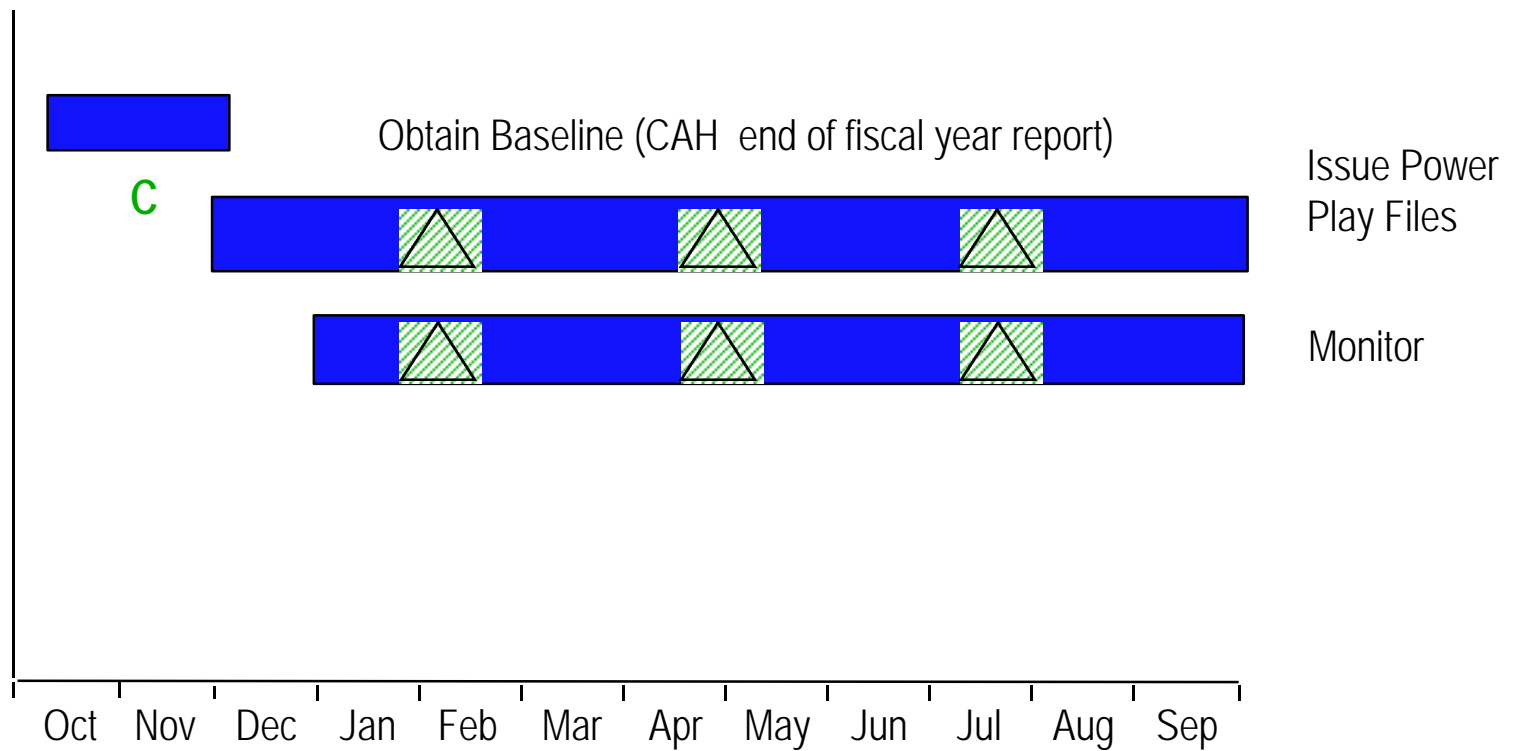
- TAG Implementation
- Office Consolidations
- Military Billets

Source: HQ Data Base (DCMCPEOP.MDC File)

Manage Supervisory Ratios

C = Complete

 = Interim Event



Targets for Improvement

CAO	District	Supervisors	Employees	Ratio
Americas	I	8	45	5.63
IASO	E	7	49	7.00
Pacific	I	9	63	7.00
Loral Vought Systems	W	5	38	7.60
GE Aircraft Evendale	E	11	84	7.64
DCMC HQ	HQ	17	131	7.71
Michoud-Stennis	E	10	81	8.10
Lockheed Martin Def Sys	E	9	76	8.44
Northrop Grumman Bethpage	E	12	107	8.92
GE Lynn	E	10	90	9.00
Raytheon	E	18	171	9.50
DCMDE Staff	E	41	393	9.59
New York	E	22	212	9.64
Cleveland	E	27	261	9.67
Pemco Aeroplex	E	4	40	10.00
Pratt & Whitney W. Palm Beach	E	5	50	10.00
Northern Europe	I	6	61	10.17
Boeing Seattle	W	10	104	10.40
Northrop Grumman Melbourne	E	6	63	10.50
Detroit	E	24	255	10.63
Lockheed Martin Marietta	E	7	75	10.71
General Dynamics Lima	E	5	54	10.80
Lockheed Martin Ft Worth	W	9	99	11.00
Pittsburgh	E	10	111	11.10
McDonnell Douglas Aircraft Long Beach	W	8	89	11.13
Orlando	E	14	156	11.14
CCMO	E	4	45	11.25
Lockheed Martin Sanders	E	4	45	11.25
Hamilton Standard	E	4	46	11.50
Raytheon E-Systems, Inc.	W	4	46	11.50
DCMDW Staff	W	29	338	11.66
Thiokol	W	8	95	11.88
Southern Europe	I	8	97	12.13
Stratford	E	9	111	12.33
Boeing Philadelphia	E	6	74	12.33
Lockheed Martin Astronautics	W	6	74	12.33
Syracuse	E	16	200	12.50
Texas Instruments	W	5	63	12.60
Clearwater	E	9	114	12.67
Sikorsky	E	10	127	12.70
Bell Helicopter	W	5	64	12.80
Indianapolis	E	16	205	12.81
Northrop Grumman Baltimore	E	6	77	12.83
Boeing Canoga Park	W	6	77	12.83
Hughes Los Angeles	W	9	116	12.89

PERFORMANCE GOAL 3.1.3 - SUPERVISORY RATIO

Status: Green

- Districts developed a plan to reduce the number of supervisory positions in order to meet 1998 goal.**
- CAOs scrubbing numbers and reviewing PDs.**

Performance Goal - 3.1.4.2

DCMC PLAS Usage Below 95%

(Total of 29 locations)

	<i>Remote Users</i>	<i>Connectivity Problems</i>	<i>Summer Hires</i>	<i>Non- Compliance</i>
DCMDE	2	5	5	
DCMCW			2	3
DCMDI		7		
DCMC HQ	2		2	1
Totals	4	12	9	4

PLAS Data: June 1997

PLAS Usage Under 95% (By Location)

DCMDW

West HQ (HD)	82.7%	West HQ (HH)	89.3%
San Diego	94.1%	West HQ (HG)	58.4%
McDonnell Douglas /North Hawthorne	91.0%		

DCMDE

New York	92.0%	Grand Rapids	69.4%
East HQ (HD)	83.3%	East HQ (HF)	52.1%
East HQ (HJ)	92.9%	East HQ (HM)	94.2%
East HQ (HW)	71.4%	Grumman (RG)	90.3%
Raytheon	72.4%	Delaware Valley	37.1%
Lockheed Marietta	77.8%	Martin Marietta Orlando	94.7%



HEADQUARTERS 68.2%

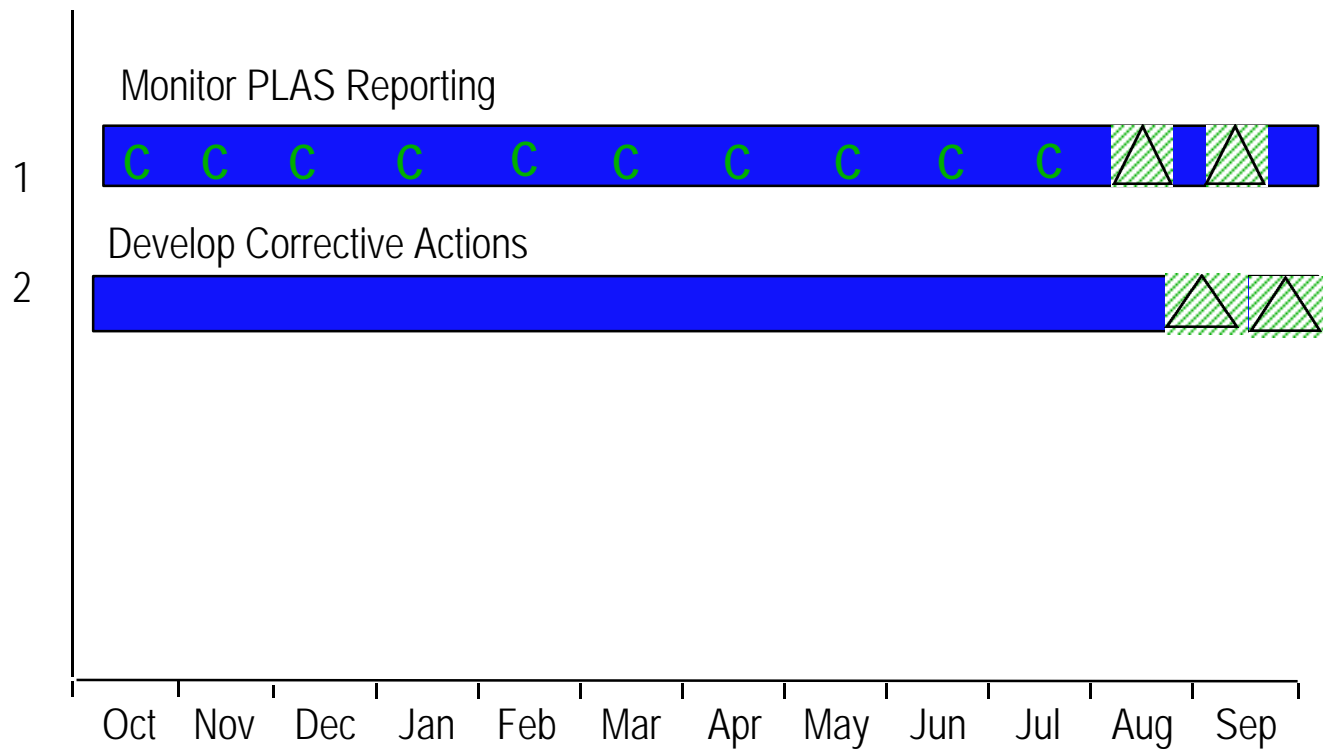
PLAS Usage Under 95% (By Location)

INTERNATIONAL

DCMC Americas	64.9%	DCMC Southern Europe	88.1%
International HQ (HD)	93.3%	DCMC Japan	89.9%
International HQ (HX)	87.2%	International HQ (HA)	27.2%
International HQ (HC)	68.5%		

Monitor PLAS Reporting

- C** = Complete
-  = Interim Event
-  = Slippage



Performance Goal 5.2.1 - Partnering with the Union

- STATUS: YELLOW**

- Although the metrics data indicates that we are green, this goal is rated yellow.**
- The current Organization / Structure of the Partnership Council does not support the volume of information DCMC provides to the Union.**
- AQB met with Union President to address potential solutions.**
- Proposed resolution:**
 - **Restructure DLA Council of AFGE Locals, more DCMC representation.**
 - **DLA / Union Officials will develop an alternative approach, to be discussed at next Partnership Council Meeting.**
 - **August planning meeting with HQs and District focal points**

PARTNERING WITH THE UNION

➤Goal:

- To increase the percent of organizations with partnership agreements**

➤Plan:

- Develop an additional metric to track the number of opportunities we give the Union to partner via invitations to participate in conferences, meetings and documents provided for comment**
- PAT team meeting 14 Nov to develop a consistent DCMC plan for partnering with the union**

Union Issues

- **Interns - DCMC letter, August 7, 1997, the Union proposals are outside the scope of collective bargaining and non-negotiable.**
- **ACO/TCO - Union letter, August 11, 1997, the Union reiterated their desire to negotiate without specifically providing their proposal.**
- **Civilian Personnel Demo Project - Union letter, May 14, 1997, expressing they do not support this project.**
- **Senior Functional Advisor (SFAs) - Position descriptions modified to address Union concerns - final copies being sent to Union.**
- **Performance Based Assessment Model - DCMC is in continuous dialogue with the Union to address Union concerns with this model.**
- **One Book - No response received from the Union, CAHS has coordinated.**

ACTION ITEMS

AQ

MONTHLY MANAGEMENT REVIEW

**ACTION ITEMS AQ MONTHLY
MANAGEMENT REVIEW (MMR)
JULY 15, 1997**

